

**Today's survey**  
.....  
*International  
Project Finance*  
**Separate sections**

**TUESDAY DECEMBER 3 1996**

STOCK MARKET INDICES	GOLD
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investment agency, Khazanah Nasional, has adopted a novel companies represents an important new direction for

**Figure 6**

## Drinking made in

## WestLB

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## NEWS: EUROPE

EU urges incentives for employers and jobless to tackle unemployment and 'dependency culture'

## Call for social security systems reform

By Caroline Southey  
in Brussels

European Union social affairs ministers yesterday backed calls to reform social security systems that hinder job creation, for the first time accepting a link between generous social protection and Europe's unemployment problem.

The policy statement, agreed at a social ministers' meeting, marks a significant shift in thinking among member states. Countries such as Belgium, Germany and France have resisted openly linking Europe's generous social protection schemes with its high rates of unemployment.

"This is the first sign that the debate is changing. Member states are finally beginning to accept that inflexible benefit systems can artificially increase levels of unemployment," an EU diplomat said, adding that most countries accepted it was no longer possible "simply to underpin the dependency culture".

In the wake of the French truckers' dispute, the French government indicated yesterday it intended to make a fresh push to harmonise working conditions within the European Union, even to the extent of removing the UK's right to opt out of certain social legislation, writes David Buchanan in Paris.

In the 1991 Maastricht treaty negotiations, the UK was given an opt-out from most subsequent social legislation by its partners, which signed a separate "social protocol" enshrining their wider legislative ambitions in this field.

Yesterday, a government minister said France would now like to use the current inter-governmental conference to integrate this social protocol into the treaty, thereby making it apply to all EU members, including Britain.

The French government's concern is that "social dumping", the term for competitive debasement of pay and work conditions, appears to have been fuelled by the French truckers' protest. The latter's working conditions are in part blamed on competition from other European hauliers, destined to become more intense in 1999, with the complete deregulation of road transport to allow hauliers from one EU country to carry purely internal freight within another EU state.

Mr Bernard Pons, French transport minister, is said to intend now to redouble his efforts for EU harmonisation around the improved terms French truckers have won, including pay for hours spent waiting as well as driving, and a reduction in the retirement age from 60 to 55.

Yesterday, Mr Michel Barnier, France's EU affairs minister, delivered a broadside against a UK company

urges governments to avoid "excessive charges on taxes and labour" which could have a "detrimental impact on employment".

The resolution calls on member states to build incentives into social protection systems by tackling the "unemployment trap". Most

EU social benefit schemes discourage job seekers from taking up low-wage employment because benefits are often higher than potential wages. "The issue is how we can build incentives into benefit systems for the jobless and for employers," the diplomat said. Member

states are urged to overhaul benefit systems, tax regimes and compulsory deductions from wages to give people incentives to seek work, and employers an incentive to recruit from the jobless.

However, the resolution also contains a clear commitment to social protection schemes, pointing out they "can make a significant contribution to the maintenance of social peace" and "can contribute considerably to the positive economic development in the EU".

The commitment to review social protection schemes is echoed in a report on employment and growth, agreed jointly by social ministers and economic and finance ministers yesterday.

The report will be passed on to the heads of government summit in Dublin next week. The report points out that "non-wage labour costs are too high, due in particular to social-insurance contributions and to ill-balanced taxation on the different sources of income".

Switzerland's overwhelming rejection of a liberalising of the country's labour laws over the weekend was sharply criticised by Swiss employers yesterday.

The Arbeitgeberverband, the Swiss employers' association, said the rejection had sent a "regrettable signal", and Switzerland had missed an opportunity to give its depressed economy a boost.

In a referendum, 67 per cent of Swiss voters rejected a change in labour laws which would have opened the way for more overtime working and lifted a ban on Swiss women working night shifts. It was one of the strongest No votes in a country which has more referendum than anywhere else in the world.

The decision will be seen as a sign of Switzerland's unwillingness to embrace more modern labour practices. But Swiss voters also narrowly rejected a tightening of its laws on asylum-seekers which could have had a more damaging impact on the country's international image.

The strength of the opposition to the proposed liberalisation of Swiss labour laws surprised some observers. It was rejected by every canton and by more than two out of three Swiss voters.

The proposed changes to the labour law would have ended the ban on women working night shifts in industry, and extended the definition of the normal working day from 8pm to 11pm. The current law only allows work from 6am to 8pm and this makes it hard to schedule two-shift working.

Companies can work longer hours but they need to get official authorisation. The change in the law would also allow Swiss shops to stay open on six Sundays a year.

The proposal automatically led to turn away asylum seekers without the necessary documents, and to require others to turn over any earnings to the Swiss government to cover their upkeep, was defeated by 63.7 per cent of the voters. The right-wing Swiss People's party had sponsored the initiative because it believed the current laws allowed "clandestine immigration".

The proposal had struck a strong chord with Swiss voters, who are worried about losing their jobs to foreign workers and upset at the scale of the taxes needed to finance asylum-seekers.

The Swiss government, firmly against the proposal, had been concerned a vote in favour of taking a tougher line on foreign asylum-seekers would worsen its problems in repairing its international image in the wake of accusations about its wartime role in turning back Jewish refugees.

Swiss voters have traditionally rejected earlier anti-refugee initiatives from the Swiss People's party. But the narrowness of the vote and the strong support for the proposal in the German-speaking cantons are a sign Switzerland is becoming less liberal.

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which he alleged was infringing EU law by offering "cheap labour" to hotels in his Alpine constituency in Haute Savoie.

Brandishing a circular letter from Hotel & Catering Staff Supplies, a Rotherham-based company in the UK offering to supply hotel staff at rates some 8-20 per cent cheaper, because of welfare charges lower in the UK than in France, Mr Barnier said he was "horrified" a UK company should apparently be helping native Savoyards escape French social security.

But the Rotherham company said it only hired non-French nationals to work in France, and insisted it was perfectly legal for UK citizens to work on short-term contracts in France while continuing to pay UK social security.

Mr Barnier's aides did not dispute this interpretation of the law.

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## NEWS: EUROPE

# Lawyers warn Anxiety over Emu starts to creep in on dangers of loophole

By Graham Bowley,  
Economics Staff

The single European currency could be used as an excuse to get out of loss-making financial contracts, prompting a flood of costly and disruptive litigation, bankers and lawyers are warning.

They are pressing governments to close a loophole they believe has been introduced in draft legislation drawn up by the European Commission which is to be presented to European heads of state at their Dublin meeting this month.

## Legislation to ensure continuity of agreements may be used to get out of obligations

The legislation was meant to guarantee the continuity of financial agreements such as bonds and derivatives contracts during the change-over to European economic and monetary union. It was drawn up after long consultation between the Commission and banks.

The fear was that contract holders might exploit "change of circumstance" clauses in their contracts to claim that Emu freed them of their obligations.

The introduction of the euro will mean contracts denominated in participating currencies will have to be converted into the euro. Bankers said they were satisfied with early copies of the draft legislation but that later versions had been amended. They believe looser wording means that "change of circumstance" clauses could be exploited to get out of obligations.

There is a concern that some European banking groups may have lobbied hard to amend the draft because they wanted to retain the freedom to renegotiate their contracts if they proved loss-making.

The controversy surrounds Article 3 of the European Commission's so-called Draft 206 legislation.

Early drafts stated that the introduction of the euro should not alter financial contracts, subject to "anything which parties may have expressly agreed with reference to the introduction of the euro". But the latter

## Banks are showing the strain as costs rise, says George Graham



### Preparing for Emu

Mr Jan Kalf should be calmer than most European bankers about the imminence of the first stage of European monetary union. His country, the Netherlands, is as sure as any European Union member that it is likely to join the first wave of Emu in little more than two years; his bank, ABN-Amro, began detailed preparations for the single currency two years ago and started to make provisions for the transitional costs last year.

Yet even Mr Kalf finds no room for complacency. "I am reasonably confident, but no one in the bank can guarantee to us that we will be ready on time. From time to time we still come across something that no one had thought about," he said.

In the last few months a similar edge of anxiety has crept in for many bankers in Europe. Panic is still a long way off, but some of their early confidence that they could take Emu in their stride has begun to erode in the face of the technological and organisational complexity of preparing for an event which remains so ill-defined.

In June, a survey of 206 banks for Cap Gemini Societ, the Paris-based computer services and consulting group, showed that 91 per cent were confident their information technology infrastructure would be

ready to meet the timetable for Emu. This was a remarkable level of optimism, considering 54 per cent had yet to formalise a strategy and only 15 per cent had allocated a budget for the necessary changes.

Mr Colin Stringer, managing consultant at Hoskyns, Cap Gemini's UK consulting arm, says a much greater degree of urgency is now evident.

Initial estimates compiled 18 months ago by the European Banking Federation suggested the conversion might cost the banking system a total of Ecu8bn-Ecu10bn (\$10.1bn-\$12.6bn) - around 2 per cent of annual operating costs over a three to four year period.

But that estimate was based on the assumption that the single currency would be introduced in a "Big Bang". The phased introduction at the wholesale level in 1999, to be followed three years later by a full scale switch to euro notes and coins, is generally reckoned to double the costs.

Nevertheless, individual banks have suggested that their own estimated costs will be manageable: about DM150m (\$98m) for Bayerische Vereinsbank, for example, £200m (\$301m) for Barclays Bank, £120m (\$177m) for ING Group, £150m (\$225m) for Postbank and £500m (\$740m) for Creditanstalt.

Revenue losses, on the other hand, now look likely to be much greater than initially expected. Emu will wipe out foreign exchange trading between member

## The cost of change at the banks: percentage of total cost of transition to a single currency



Source: Fédération Bancaire de l'Union Européenne

currencies, taking a huge slice out of revenues for some continental banks. But it will also reduce other treasury income and cut earnings from cross-border payments and correspondent banking relationships.

Merita, the Finnish banking group, estimated last month that it would lose FM200m-FM300m a year in revenue as a result of Emu, more than the direct cost of preparing for the single currency, which it put at FM200m in total.

Banque Nationale de Paris has circulated a leaflet to its banking partners warning that the euro, coupled with the new Target system linking national payment mechanisms across Europe, will lead to a significant reduction in the number of accounts it keeps with correspondent banks.

What has bankers most worried is their dependence on factors outside their direct control: on software houses, which they can hurry along but cannot absolutely direct, and on governments, which they can nei-

ther hurry nor direct. The immediate problems lie in the wholesale banking market, where the change-over to the euro is scheduled for January 1, 1999.

Most software for both the front and back office comes in off-the-shelf packages such as Midas Express and Wall Street. Some vendors have started to organise user groups to look at how they will need to rewrite existing packages, but a tug of war still lies ahead over who will pay for the changes.

Even banks starting from scratch - with a new office or branch overseas, for example - are finding they cannot inoculate themselves against Emu. Requests for proposals now commonly ask software vendors to certify that their package is "Emu-compliant", but so much remains undecided about the workings of the single currency that only the simplest of programmes can do so.

"It is possible to put your hand on your heart and say that your software is Year 2000 compliant. Monetary

union may come around at the same time, but they are as different as chalk and cheese," Mr Stringer says.

Preparing a retail bank for the euro opens up a much vaster array of problems - not just IT conversions but also retooling cash machines and tills for the new notes, reprinting brochures, training staff.

But the assumption that the retail phase can wait until 2002 is steadily collapsing.

"It's not possible to ring-fence wholesale transactions, so we believe that the market dynamic in the wholesale sector will spill over into retail," says Mr Stewart MacKinnon, head of the Emu unit at the Association for Payment Clearing Services, the federation which runs the UK's payment systems.

Apacs, however, has decided to go ahead with the development of a euro payment mechanism for large value payments on the assumption that the UK will not be one of the first members of Emu.

Both France and Germany, which are much more likely participants than the UK, have also decided they cannot separate wholesale from retail and are preparing their retail payment mechanisms to be ready to handle euros from 1999.

That spills over into a range of other decisions. French banks, for example, have now concluded that they will have to print separate cheque books with a clear euro symbol.

For many banks, however, preparation for Emu has become not simply a question of reaching the finishing line in time, but of gaining an advantage over their rivals, especially at a time when so much of their revenue will be wiped out by the creation of the euro.

"It would make us look bad indeed should Emu fail to start and run smoothly. The ability to handle the euro from the start has become a matter of competition between European banks," says Mr Jürgen Sarrazin, chairman of Germany's Dresdner Bank.

## Emu: who's going to make it

J P Morgan Calculator 2/12/96

	Yesterday	1 week ago	4 weeks ago
Germany	100%	100%	100%
France	100%	100%	100%
Belgium	100%	100%	100%
Sweden	85%	85%	81%
Spain	63%	64%	49%
Italy	57%	61%	59%
Denmark	51%	46%	41%
UK	41%	40%	35%

The Emu calculator provides a weekly snapshot of the probabilities which the financial markets place on selected countries being willing and able to join Germany in forming a single European currency in 1999.

Currency strategists at investment bank J P Morgan calculate the probabilities from the interest rate swaps market, in which investors swap floating rate interest payments on an investment for fixed-rate ones.

The probability which the markets place on France can be calculated by looking at the current difference between French franc and D-Mark swap rates and comparing it to the difference you would expect to see if Emu were postponed indefinitely.

## Bonn hints at softer stance on stability pact

By Lionel Barber in Brussels

Germany last night floated hints of a compromise during tense EU negotiations on a budget stability pact for countries taking part in economic and monetary union.

Mr Jürgen Stark, German state secretary for finance, told a news conference at the finance ministers' meeting in Brussels that there could be a "political agreement" on the outlines of the pact at the EU summit in Dublin on December 13 and 14.

Diplomats seized on his remarks as evidence that an isolated Bonn government was preparing a tactical retreat on its demand for near-automatic sanctions against countries running excessive deficits in the single currency zone.

The stability pact and the size of penalties have turned into the most difficult obstacle to an agreement on currency and budgetary discipline in the future monetary union.

Hopes of a deal rest on striking a balance between Germany's desire for guarantees that sanctions will be applied against fiscal delinquents and the 14 other EU countries which favour a less rigid approach. They want ministers to have the last word on when to apply penalties.

Mr Kenneth Clarke, British Chancellor of the Exchequer, said he was confident there would be movement among various countries, but added: "We have to ensure that whatever emerges is workable and not inflexible and remains completely under the political control of ministers."

Under the proposed plans, countries running annual deficits above 3 per cent of gross domestic product, the Maastricht treaty's definition of an excessive deficit, could face stiff fines if they failed to curb public spending.

But if a government could show a severe recession was the cause, it could avoid the pact. EU finance ministers agreed yesterday to let the Nordic member states keep restrictions on the amounts of alcohol and cigarettes travellers may bring home from elsewhere in the bloc until after the turn of the century, Reuter reports from Brussels.

Under the deal reached at a meeting in Brussels, Finland and Denmark will phase out their travel allowance curbs by December 31, 2003.

Sweden - which refused to agree a final date for ending restrictions - will be allowed to keep its exemption from EU single market rules until June 30, 2000, when it will be reviewed by the EU again.

to blame for deterioration of its public finances, it might be able to escape the sanctions, which include public censure and fines.

Germany wants a recession defined as a 2 per cent annual decline in GDP. Others prefer a range covering a fall in output of between 0.5 and 2.0 per cent, thus allowing EU finance ministers discretion.

The central player at the Brussels talks was Mr Theo Waigel, German finance minister, who arrived late after attending the funeral of a colleague in Munich. Mr

Waigel is the chief proponent of the stability pact, seen in Germany as an insurance policy against EU leaders softening the entry criteria for the single currency to include weaker currencies such as the lira.

Mr Stark last month threatened to delay a deal beyond Dublin if Germany did not win satisfaction. But he changed tone yesterday: "There will be political agreement over the main elements. What we will not have finished is the final negotiation on the legal text."

The negotiations coincide with renewed debate between France and Germany, the chief proponents of Emu, over the Bundesbank's monetary stance and exchange rate policies.

Mr Jean Arthuis, French finance minister, said ministers had to decide whether a government had an excessive deficit on a "case-by-case basis".

In an implicit criticism of Germany's tough bargaining stance, he added: "When you're in a community you have to try to reach a consensus rather than imposing your point of view."

A political deal on the stability pact would allow EU leaders to declare Emu remains on track when they meet in Dublin, and give officials more time to negotiate the fine legal print before next summer's EU summit in Amsterdam.

EU leaders plan to unveil a deal in Amsterdam covering budget and currency discipline, including a reformed "hub and spokes" Exchange Rate Mechanism governing relations between currencies in and outside the euro zone.



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## NEWS: THE AMERICAS

## Ecuador in economic reform drive

By Justine Newsome  
in Quito

Ecuador's President Abdalá Bucaram has put convertibility of the country's currency "at the heart of a new economic policy" which includes plans for privatisation in the oil and electricity sectors.

Announcing long-awaited plans on Sunday night, Mr Bucaram said the policy was aimed at generating real gross domestic product growth of 4-6 per cent in 1997 and more than 6 per cent thereafter. Annual inflation, currently 25 per cent, and interest rates would be reduced to international levels, he said.

The government plans to make better use of what it regards as under-exploited resources, especially in the energy and mining sectors. In the oil sector, private companies will be able to carry out risk investments in exploration, production, transport and storage. The state company PetroEcuador will be split up and its different activities transferred to the private sector, starting with 40 per cent of its distribution subsidiary Petrocomercial.

In the electricity sector Mr Bucaram pledged another reform of a privatisation law passed by Congress in September. This would allow a majority instead of a minority stake to pass into private hands.

The convertibility programme, which begins on July 1 next year, is modelled on the Argentine system. Ecuador's currency, the sucre, will be pegged to the US dollar at a fixed nominal exchange rate of 4 sucres to \$1.

Under the programme, Ecuador's foreign exchange reserves will have at least to match sucres in circulation. This limits the central bank's powers to accommodate shocks - from, for example, a drop in the price of oil. Ecuador's largest export - by devaluation of the currency.

Mr Domingo Cavallo, the former Argentine economy minister who has been advising Mr Bucaram, said last

week in Buenos Aires that the convertibility project would help encourage support for other necessary reforms in Ecuador by tackling inflation and increasing the purchasing power of the poor.

"It's a method of helping the poor and thereby encouraging them to support other necessary changes," he said.

The plan includes measures to minimise the risk of shocks to the economy. An oil stabilisation fund will accumulate windfall gains when international oil prices rise and release them when prices fall. This would also cushion public revenues from such volatility.

Mr Bucaram said "iron financial discipline" would be necessary for the convertibility plan to work.

The president also announced plans to strengthen the functioning of the ministry of finance as well as a series of tax reforms.

These include compulsory invoicing and elimination of exemptions from value added tax to widen the tax base. There would be reductions in corporate income tax from 25 per cent to 10 per cent for re-invested profits and abolition of an 8 per cent tax on deposits aimed at stimulating the domestic savings rate.

"Many of these reforms coincide with the proposals of the private sector," said Mr Nicolas Espinosa, president of Quito's Chamber of Commerce. "But we do not agree with convertibility as the axis. Growth can be achieved with greater discipline and political decision."

But the government believes Ecuador needs convertibility as a form of economic and financial discipline.

Many analysts see the government itself as the real risk to such an ambitious programme since it lacks technical skills, transparency or capacity for coordination.

"There will be a year and a half of economic boom but we need structural reforms to have real results in two years' time," said Mr Pablo Lucio Paredes, an economist.

### Ecuador: putting the house in order

Economic outlook	1996	1997	1998	1999	2000
Real GDP growth (%)	1.8	4.0-5.0	5.0	5.0	5.0
Public sector deficit (% of GDP)	4.0	0.0-1.0	0.0	0.0	0.0
Inflation (% year-end)	25.0	10.0-15.0	5.0	5.0	5.0

Source: Ecuador government

## Rio bank put up for sale

By Geoff Dyer in São Paulo

Banerj, the troubled Brazilian bank owned by the state of Rio de Janeiro, is to be privatised for a minimum price of R\$480m (US\$486m) at an auction on December 17, the state government announced yesterday.

The Rio government also said the International Finance Corporation, the World Bank's private sector arm, was interested in investing in Banerj, either through loans to the new owner or by taking an equity stake.

An IFC investment in Banerj would be the first time the organisation has participated directly in a privatisation in Brazil, according to a World Bank official in Brasilia.

Seven financial institutions have already pre-qualified to bid for Banerj, including two foreign organisations, Bank of Boston and General Electric Capital Corporation. Potential Brazilian bidders include the two largest private banks, Bradesco and Itaú and Banco BBA Creditanstalt.

The same institutions, together with Golden Cross, have also qualified to bid for Banerj Seguros, the insurance company which is also being sold on December 17 for a minimum price of R\$43.3m. The deadline for pre-qualification is December 6.

Banerj, which is Brazil's second largest state-owned bank with 193 branches, was put under central bank control in December 1994 following fears of a liquidity crisis

and has been administered by a private bank, Banco Bozano Simonsen since the beginning of this year.

In September the government approved a plan to split the bank into two before the sale. The new bank, which will take on the structure and assets of Banerj, will be created with a US\$200m capital injection from the existing bank. At the end of last year Banerj had negative shareholders equity of \$1.6m.

The auction will use the closed envelope bidding method which the state of Rio adopted for the successful sale of its electricity distribution company, Cerj, last month. The eventual sale price for Cerj, which was acquired by a consortium led by Chilectra of Chile, was 30 per cent higher than the minimum price.

The Banerj auction will give an indication of the potential demand for Banerj, the São Paulo state bank, which was transferred to the federal government last week and which is now a possible privatisation candidate.

An independent institution is due to be appointed shortly by the Brazilian government to administer Banerj, which was the largest of the state-owned banks.

The World Bank has already lent money to the Brazilian federal railway system to help its preparations for privatisation. It is also considering a number of other loans to Brazilian state governments, including Rio de Janeiro, to assist administrative reforms.

## Peruvian leader's popularity plummets in spite of acceptance into Apec Old Fujimori magic loses its sparkle

The president who once could do no wrong now appears unable to do much right.

Even Mr Alberto Fujimori's diplomatic success in securing Peru's acceptance as a full member of the Asia Pacific Economic Co-operation forum (Apec) has failed to halt the slide in his popularity: his approval ratings have moved below the 50 per cent mark, according to almost all Lima's opinion and research organisations.

Polls show the president's once-admired authoritarian streak is now considered his chief defect. A perceived lack of concern for workers' welfare comes second. Though he is feted on foreign trips, two-thirds of Peruvians now say they would not vote for him.

Compounding his problems on the domestic front, Mr Fujimori has found himself uncomfortably at odds with the higher echelons of Peru's ever-influential armed forces, normally viewed as his staunchest allies.

The arrest by military officers last week of General Rodolfo Robles, a respected retired army officer who has been an outspoken critic of

human rights violations, has whipped up a storm of protest at home and abroad. Mr Fujimori has been forced into a series of contortions, agreeing with public condemnation of the heavy-handed actions of the supreme council of military justice, while reiterating his unconditional support for Peru's military brass.

The Robles incident has rekindled deep-seated suspicions among Peru's political and intellectual classes of the relationship between President Fujimori and the armed forces. At the same time disapproval of Mr Fujimori's performance among Peru's disadvantaged - always a bastion of support - has risen sharply from 15 per cent early this year to 45 per cent.

"The whole of 1996 has been negative for Fujimori," says Mr Giovanni Peralta of the Inman polling group. "The style that didn't bother people before does now. They see him as eager to cling to power and that's something the Peruvian electorate has always punished."

The once uncannily astute Mr Fujimori has committed a series of political blunders



Fujimori: under fire from many directions

in recent months. The poor timing and subsequent mis-handling of his second re-election initiative is the most obvious.

Having first engineered a law of dubious constitutionality, Mr Fujimori's governing alliance then did everything possible to avoid a

potentially damaging referendum on the re-election issue. Blatant disregard by the same majority of both the popular will and standard congressional procedures has succeeded for the first time in uniting Peru's generally weak and fragmented political opposition.

Confidence in the government was hardly improved by scandals surrounding the shadowy Mr Vladimiro Montesinos, a central if unofficial figure in the presidential entourage. Charges of the security adviser's involvement with illegal drugs trafficking have been officially scotched, but popular suspicions remain.

Underpinning the political malaise are economic concerns. Anticipated second-half growth has failed to materialise and gross domestic product is expected to register 2.5 per cent growth by the year's end: in effect zero per capita growth.

Businessmen, once unanimously pro-Fujimori, are now vociferous in their complaints that the cooling of what had been considered an overheated economy has been exaggerated. Even this year's economic successes - negotiating a three-year extended fund facility with the International Monetary Fund, debt rescheduling with the Paris Club and the signing of a Brady debt accord - are viewed as craven obedience to unreasonable demands by creditors.

To appease criticism, Mr

Fujimori has stumbled into an incoherent series of apparently populist measures. He has announced a cut in the minimum tax on business assets and a reduced income tax rate for agriculture; created "special" import zones in the extreme north and south; backtracked on cutbacks in compensation for arbitrary dismissals; and promised an exporters' incentive package. He continues tirelessly to criss-cross the country almost daily, inaugurating schools, roads and health posts. But the old magic seems to be losing its sparkle.

Mr Fujimori's popularity decline is, however, "not necessarily irreversible," says Mr Alfredo Torres of the Apoyo polling and research organisation. "The stagnant economy and Mr Fujimori's authoritarianism are the main perceived problems. If he could be more conciliatory and decentralise government, he'd win back a lot of support."

But, for many observers, that would be like asking the leopard to change its spots.

Sally Bowen



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## NEWS: INTERNATIONAL

## Iraq signs up first oil sales contracts

By Robert Corzine  
in London

Iraq has begun signing agreements with international oil companies keen to buy Iraqi crude under the resurrected United Nations oil-for-food plan. It said yesterday.

Mr Mohammed Saeed al-Sahaf, Iraqi foreign minister, was quoted in Baghdad newspapers yesterday as saying Iraq had already struck deals with foreign companies, though he did not name those involved.

Last week Somo, Iraq's state-owned international oil marketing company, set the price of Iraqi crude at a discount of \$1.55 a barrel to Brent Blend, the North Sea crude oil that serves as a global benchmark. The dis-

count will be \$3 compared with West Texas Intermediate, the main US benchmark.

In London, the Department of Trade and Industry, which oversees the enforcement of sanctions against Iraq, said more than 40 companies had expressed interest in buying Iraqi crude oil.

Some industry executives thought the first cargoes might be snapped up mainly by crude oil brokers and traders, who have a lower political profile than large, publicly-quoted oil companies. "Buying a spot cargo of Iraqi oil is not worth the political fire you'll draw," said one US oil executive.

He predicted US oil companies wanting to buy Iraqi crude will probably do so initially through brokers, although privately-owned oil companies may be more prepared to deal directly with

the Iraqis. He noted, however, that "the economics are not that great for US companies".

Although a number of international oil companies have expressed an interest in buying Iraqi crude, the relatively small amounts involved are expected to limit the number of buyers. Under the UN plan, Iraq will be able to sell \$2bn-worth of oil every six months. At current prices, that would require exports of 500,000-550,000 barrels a day.

Aside from the specialised brokers and traders, potential buyers fall into several categories, according to oil traders.

Big buyers of Iraqi crude in the past may be keen to re-establish relationships with Somo. These include companies such as Coastal Corporation of the US, which before the 1990 invasion of Kuwait bought about 10 per cent of Iraq's exports.

But companies which have relied on Saudi Arabia and Kuwait to make up for lost Iraqi exports in recent years may decide not to test their relationships with such big suppliers until Iraq's full return to the market.

Companies which have been negotiating oil development deals with Iraq, such as Elf Aquitaine and Total of France, are also frequently cited as being willing to support Iraq's limited re-entry into world markets by buying early cargoes.

It remains unclear whether Iraq will try to concentrate sales in any particular market. If it wants to maximise revenues, it will probably try to send as much as possible to Asian markets through its Mina Al-Bakr terminal on the Gulf.

Some traders suggest Baghdad may want its limited exports to have as broad an impact as possible, in which case it will want to send substantial amounts to the US and Europe as well.

## Zaire rebel forces capture key town

By Michela Wrong in Nairobi

Threats to the stability of central Africa grew yesterday amid reports that Kisangani, the largest town in eastern Zaire, had fallen to Rwandan-backed rebels.

The news came as Zaire accused Uganda of "unprovoked aggression" following further border clashes, and Burundi's civil war showed signs of flaring back into life.

Although reports that parts of Kisangani had fallen to the rebels could not immediately be confirmed, Zairean forces were in retreat elsewhere, leaving the eastern border region in turmoil.

Local witnesses confirmed that the army, which has

suffered a series of humiliating defeats since Tutsi-dominated rebels launched their October assault, had been ousted over the weekend from the key town of Beni, 250km north of Goma. They said Beni, another town 150 kms to the north, now looked in danger.

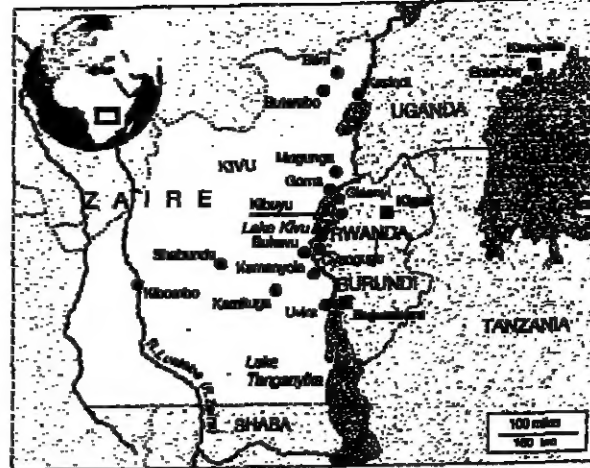
But it was not immediately clear whether the soldiers, looting and raping as they fled, had been routed by the Rwandan-backed Alliance of Democratic Forces for the Liberation of Congo-Zaire (ADFL) or Ugandan troops infiltrating from across the border.

Contradicting earlier accounts by military officials, Uganda's defence minister denied Zairean claims that his men had crossed

over, saying they had only shelled frontier positions held by an Islamic guerrilla movement opposed to President Yoweri Museveni.

But it seemed increasingly likely that Uganda, a close ally of Rwanda and with a history of tense relations with Zaire, had been tempted to join forces with the ADFL to rid itself of a security threat that has been plaguing its border for weeks.

The ADFL's swift recent advance across the region - which its leader Mr Laurent Kabila yesterday claimed also extended as far as the southern gold and diamond centre of Kamitanga, where South Africa's Anglo-American corporation has substantial interests, has had a dra-



matic spillover effect on Burundi. Ousted from their camps in south Kivu, Hutu rebels

are fighting their way across the country, apparently intent on retaking in Tanzania. The main rebel group

said over the weekend it had stepped up a guerrilla campaign against the Tutsi army and fierce fighting was now raging in Burundi's five main regions, sending thousands of civilians into flight.

The latest regional reverses have underlined the enormous complexity of the task facing a scaled-down international force still hoping to get aid to hundreds of thousands of stranded refugees from its operational base in Entebbe.

With both the ADFL, Zairean and Rwandan governments proving uncooperative, the force was humiliatingly reduced on Saturday to flying its first consignment to Kisangani in Tanzania, an area accessible to ordinary aid flights.

## Killing with kindness in central Africa

Michela Wrong on why the western aid agencies' humanitarian pleas are misguided

When the teeming refugee camps of central Africa were finally broken up by Rwandan-backed rebels intent on removing the security threat on the border, it was time for some public breast-beating by the aid community.

Yes, aid workers admitted, they had been guilty of naivety at best, collusion at worst. They had continued feeding settlements where genocidal killers plotted to invade Rwanda. The need to save lives had blinded them to the long-term consequences of allowing the situation to fester.

Yet, despite the chorus of "mea culpas", the signs are that the aid community has learnt little from experience. For as the crisis in Kivu enters a new phase, the aid world has once again allowed the humanitarian imperative to drown out awareness of the potential political fallout of its work.

And the fact that western governments are allowing their agenda to be defined by aid workers and journalists focusing on the humanitarian aspects of a highly complex crisis has triggered disquiet within the more

critical aid agencies. "Aid agencies have become the new front line of engagement now that the cold war is over," says Ms Alison Campbell of Care International. "But we don't have a mandate to do this and we shouldn't. It's not our job."

When fighting between the rebels, Zairean army and Hutu militiamen severed the refugees from relief supplies last month, aid officials depicted a catastrophe of huge proportions.

The medical charity Médecins Sans Frontières (MSF) calculated tens of thousands were dying of hunger and dysentery. Other organisations predicted a cholera outbreak was already under way. Such warnings prompted a BBC reporter to describe conditions behind rebel lines as "a hidden holocaust".

So when the floodgates broke on November 15 and 600,000 refugees started streaming across the border, the aid organisations' credibility took a battering. In their vast majority, the refugees were in good health, fully capable of undertaking a five-day hike home. "There was definitely far too much speculation at the start,

based on a complete absence of knowledge, because no one had people on the ground," says Ms Brenda Barton, spokeswoman for the World Food Programme.

By the time the nightmare predictions had been exposed as non-existent, it was too late. The international community had mandated a multinational force to save the refugees. But it had ruled out disarming the camp hardliners preventing

## The aid agencies scream for international action but wash their hands of the implications

repatriation, a specific demand made by most aid organisations.

Having demanded action, the aid industry was thus presented with an operation likely to have disastrous results: re-establishing camps that were in a state of flux, allowing hardliners to regain their grip on the refugee community and giving a routed Zairean army a chance to counter-attack. Many aid workers now pri-

vately admit the rebels' decision to attack Mugunga camp, triggering the influx into Rwanda, saved the UN from what looked set to be a fiasco of historic proportions. "The rebels' timing was brilliant," confessed a UN official. "They saved us a lot of trouble."

But despite being offered a reprieve, most aid organisations have continued to clamour for intervention, brushing away American

alongside needy refugees. "It's not our expertise to dictate to any army how it should behave," says Mr Jules Pieters, international co-ordinator for MSF-International. "We are only interested in results." For their critics, such a stance is too easy. "The aid agencies scream for international action but wash their hands of the implications," says a Kigali-based diplomat.

"It's a classic case of power without responsibility." The agencies' persistent alarm calls, their demands for action without apparent concern for the consequences, have highlighted a revolution taking place in the world of relief.

As it becomes increasingly dependent on government - rather than private - funding, the aid establishment has in recent years tended to abandon development work in favour of high-profile, media-aware emergency operations that allow western nations to tell their public they took effective action.

"Agencies are competing for dwindling resources, competing for headline position and profile in the media," says Mr Mark Bow-

den, East African director of Save the Children Fund - one of the few agencies opposed to military intervention in Zaire. "Philosophically we are bankrupt. 'Go and feed them' is always our response."

Competing for shrinking aid budgets has led to increasingly aggressive salesmanship. "If we make a lot of noise about 20,000 refugees and there turn out to be only 10,000, you should not forget we are reliant on public money," says a Nairobi-based worker. "If we don't have money we can't work. It's sick, but it's true."

The danger, as the west withdraws from Africa, is that policy is being determined by a community with a vested interest in disaster but little at stake when the operations it calls into being go wrong.

As a scaled-down international force debates how best to reach the hundreds of thousands of refugees stranded in Zaire, it should remember that if things go sour, its troops will pay the price. And the aid agencies and media, who stridently demanded the intervention, will be the first to point the finger of blame.

## NEWS: WORLD TRADE

## German machine makers look east for suppliers

By Peter Marsh in London

Germany's machinery industry is buying more components from the emerging economies of eastern Europe, underscoring efforts by many big German industrial companies to step up outsourcing in order to reduce costs.

The VDMA, the German plant and machinery association, says purchasing grew by a third last year.

although problems over quality and reliability of the supplies stopped the figure rising even faster. Further growth is expected this year, although at a lower level.

Last year, Germany imported from eastern Europe DM1.7bn (\$1.1bn) - worth of mechanical engineering components, 41 per cent up on DM1.2bn-worth in 1994, according to the VDMA. In 1990 the figure was close to zero.

Most of these components finished up in systems such as machine tools or paper-making machinery, and represent attempts by German industry to capitalise on the lower wage costs in eastern Europe, commonly 90 per cent below those in Germany.

The German industry, which has sales of about DM230bn a year, roughly 10 per cent of German manufacturing output, has been

under intense pressure to cut costs as a result of increasing foreign competition.

Mr Herbert Kriegaum, head of business trends and statistics at the VDMA, said that even with the high growth in outsourcing, the volume of components bought from eastern European countries was fairly low, given the DM80bn a year total materials purchasing bill of the German

machinery industry.

"There is a structural change going on but not a flood," said Mr Kriegaum. Problems of quality had interfered with plans by some companies to push up the level of outsourcing.

In recent months, Krass Maffei, the big German plastics machinery company which is part of the Mannesmann engineering group, and Schuler, Germany's third biggest machine-tool

producer, have both reported problems in guaranteeing the quality of supplies of parts from eastern Europe. Both companies have, as an alternative to outsourcing, announced large investments in their German production operations.

In 1995, total machinery imports from eastern Europe including completed machinery as well as parts, amounted to DM2.4bn, of which parts accounted for 72

per cent, or DM1.7bn. Of the total imports, the Czech Republic accounted for nearly half, with Hungary a quarter and Poland 18 per cent.

The VDMA is expecting total output of the German machinery industry to rise 3 per cent next year, a modest rise on the 1 per cent growth expected this year. But overall economic demand in the domestic market is expected to remain weak.

## Banks finance private Italian power plant

By Andrew Taylor,  
Construction Correspondent

Italy's growing privately financed energy sector has received a further boost with the signing of banking agreements for an \$800m power station at Falconara on the Adriatic coast.

It is the third of five such projects to close agreements with international bankers, taking the total bank finance raised in past 12 months to more than \$2bn.

Private-sector investors have been attracted by enhanced state tariff agreements in a bid to encourage extra capacity and reduce the country's need to import electricity. An estimated 15-20 per cent of Italy's electricity is imported.

A consortium of seven international banks have agreed to lend L1,000bn (\$600m) of the total cost of L1,330bn of the Falconara project.

A joint venture of Anonima Petrol Italiana (API) and Asa Brown Boveri (ABB), the Swiss-Swedish electrical engineering group, will provide the remainder of the finance and operate the power station under a 25-year concession.

Electricity will be sold to ENEL, the publicly owned electricity utility. Tariff incentives will run for the first eight years.

The 376MW integrated gasification and combined cycle power plant will burn up to 440,000 tonnes per year of vishbreaker tar, a heavy oil residue, produced at API's refinery near Falconara.

The seven arranging banks are ABN AMRO, Banca Nazionale del Lavoro, Chase Manhattan, Istituto Bancario San Paolo di Torino, Mediocredito Central, NatWest Markets and Union Bank of Switzerland.

European Investment Bank has agreed to provide some of the finance. Morgan Stanley advised API which will own 51 per cent of the joint venture and ABB which will own 49 per cent.

Banks earlier this year agreed to provide a L732bn syndicated loan for a 360MW privately financed power station at Rosignano in Tuscany, in which Tractebel, the private Belgian power producer, is the biggest share holder. The plant is expected to generate about 1 per cent of Italy's electricity.

Bank finance also been agreed for a \$1.1bn 500MW power plant at Priolo in Sicily involving a joint venture between ERG, the Italian refinery group and Edison Mission Energy of the US. Other Italian privately financed power projects include a \$1.2bn plant near Cagliari in Sardinia sponsored by Saras of Italy and Enron of the US.

## Industrialists see ventures within the EU as means to gain larger market share

By Robert Taylor,  
Employment Editor

South Korea's industrial conglomerates - the chaebols - are spearheading an Asian investment drive into Europe, according to a United Nations report.

The chaebols have become aggressive players in the global economy and are set to propel South Korea into a dominant position in the international market place.

The main thrust of Korean industry's investment drive was initially aimed at China, south-east Asia and North America. However, since 1994 Europe has increasingly become their target. About a tenth of South Korea's overseas direct investment is now into Europe.

"Korean investment came relatively late to Europe following that of Japan," said Professor Cho Yong-doo at the Centre for Korean Studies in Sheffield University. But he believes corporate anxieties about the dangers of exclusion from the European Union and the opportunities of the European single market have helped to stimulate Korean interest.

Professor Cho believes many Korean companies are keen to tap into European technological know-how and improve their corporate image through acquisitions and partnerships.

The UN report on Asian investment into Europe argues: "The primary aim of the chaebols in investing beyond Asia has been to

gain market shares in host countries or gaining access to new technologies and skills rather than exploiting low-cost advantages like cheap labour and land."

The UN's share of recent Korean investment into western Europe has been the UK. The most ambitious commitment came this year from the LG group, which announced a \$2.6bn investment plan to build a new chip plant and consumer electronics factory in south Wales.

## The potentially most interesting thrust is into eastern Europe

This is the largest single foreign investment in Europe and the largest overseas investment by a Korean corporation. The group said its new operations go beyond assembly to include research and development, product development, parts procurement, production, sales and service.

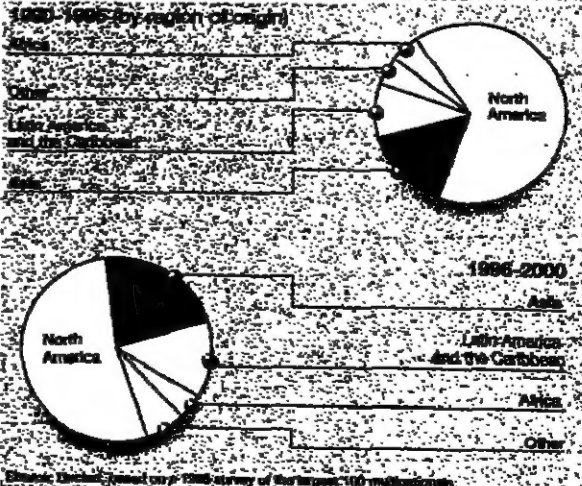
The Korean corporate invasion of the UK began two years ago with Samsung Electronics' decision to build a \$450m consumer electronics plant at Wyndward Park in north-east England. Its heavy industries' division has established a \$10m factory in Harrogate, while three smaller Korean electronic component suppliers (Pong Jem; Fine Electromechanics; and

Swung Kwang Electromechanics) have located in Yorkshire. Since March 1995, at least 13 other investments in the UK have been announced. Total Korean industrial investment in the UK now amounts to more than \$4bn.

But the potentially most important investment thrust is into eastern Europe and the former Soviet Union. Here the most aggressive player is Daewoo, which plans to double its production capacity to 2m cars and trucks a year by early next century - half of it outside Korea. The company is already strong in Poland, with cars, consumer electronics and washing machine plants in Warsaw and a commercial vehicles plant at Lublin. It also has vehicle interests in the Czech Republic and Romania.

All the large chaebols appear to regard Europe as a crucial market for expansion as they face mounting domestic difficulties at home with restrictive workers, high unit labour costs and sluggish productivity. Professor Cho believes they are positioning themselves to take advantage of further European economic integration. Korean companies dislike suggestions their main attraction in Europe is the manufacture of "cheap and happy" products, insisting their aim is higher quality, higher value goods with a greater European-based research and development content.

## EU urged to woo Asian capital



## EU urged to woo Asian capital

The UN believes the European Commission should encourage Asian companies to invest in Europe by removing regulatory barriers against capital inflows and through the creation of an EU-wide foreign direct investment code to increase transparency and cut transaction costs, writes Robert Taylor.

Europe's investment promotion agencies could "play a useful role" by targeting, attracting and helping Asian investors by establishing branches in Asia, says a draft UN report. It urges European countries to establish more joint ventures and strategic alliances or mergers with Asian counterparts. "Local European knowledge and skills could be effectively married in central and eastern European infrastructure projects with Asian firms," says the report.

To date, Asian direct investment in Europe has been relatively small, accounting for only 1 per cent of inward flows into the EU from 1980 to 1993 and less than 0.2 per cent of gross European investment stocks, amounting to \$27bn, were held in Asia in 1993, even though Asia is the world's fastest growing market and most dynamic base for export production. "However, this picture of 'mutual neglect' hides a basic asymmetry," says the report. "While it is appropriate to refer to European firms neglecting Asia as far as foreign direct investment is concerned, Asian firms are beginning to discover Europe."

WORLD TRADE  
NEWS DIGEST

## Vietnam venture at risk

The largest single US investment in Vietnam, a \$268m joint venture project to develop a stretch of coast, was under threat again yesterday after the local partner said it had asked the authorities to revoke the project's investment licence.

Maryland-based BBI Investment Group received a licence in 1995 to develop the site, on the central coast near Danang.

But Mr Nguyen Xuan Phuc, a member of the joint venture's board, said BBI had failed to meet a Saturday deadline for depositing an overdue \$2m into a bank account held by the joint venture.

Non Nuoc Tourist Co, the local partner, had therefore asked for the venture's licence to be withdrawn, he said.

The US group is understood to be having difficulty financing the project, which involves building five hotels and installing basic infrastructure.

Jeremy Grant, Hanoi

## Whirlpool credits India's prospects

Whirlpool, the home appliance maker, has made its first foray into consumer finance outside North America with a joint venture with an Indian finance company, Apple Industries. The new venture will help Whirlpool tap the growing white goods market in India by providing finance for its refrigerators and washing machines.

India's refrigerator market is growing by 30 per cent a year, while washing machine sales are increasing by 40 per cent.

Tony Tussell, Bombay





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## NEWS: UK

## Premier may end Emu waiting game

By Robert Peston in London, Lionel Barber in Brussels and Bruce Clark in Lisbon

Mr John Major, the UK prime minister, will in the next few months move tantalisingly close to stating that sterling would not join a single currency in the first wave if the Conservatives won next year's general election.

But a decision to rule out British participation remains remote for fear of prompting the damaging resignation of Mr Kenneth Clarke, chancellor of the exchequer.

"The gains of having a firmer policy against monetary union would be offset by the inevitable row with the chancellor," said one

of Mr John Major's most trusted colleagues. "Anyway everyone knows we would not go in if elected for a fifth term."

Mr Clarke made clear yesterday that he will not tolerate any change in the government's current position of keeping open options on the single currency. He has told friends he will quit rather than agree to a shift.

Reports that Mr Major is close to abandoning the government's wait-and-see policy were slapped down by Mr Clarke as "preposterous". Speaking before a meeting of EU finance ministers in Brussels, Mr Clarke said that shifting the policy "would be no way to fight an election nor to present yourself

as a governing party at all".

However, the foreign secretary, Mr Malcolm Rifkind, gave a less aggressive rebuttal. "I'm very happy with the existing policy, I have no reason at all to believe it's going to change," he said.

After conferring with Mr Major, who flew in to join him at a European security summit, Mr Rifkind said that the official Emu position was the one spelled out by him during the Conservative party conference.

Significantly, this omits the stipulation, which Mr Clarke insists on, that the currency option should be kept up to and through the election. Instead, it says ruling out membership now would have a

damaging impact on UK influence over Emu negotiations.

Meanwhile, Mr Clarke tried to reassure his more sceptical colleagues that he had won "copper-bottomed" guarantees at the Brussels meeting that the UK will be legally exempt from common rules on currency and budgetary discipline in the event it does not take part in Emu.

Mr Clarke, relishing a chance to show how the UK was playing an active role in the Emu negotiations, said he had won a change in a proposed EU regulation which defines the legal status of the euro. He told reporters: "We wanted to make it crystal clear that this regulation does not apply to those who

opt out. We got it without any particular difficulty."

Mr Clarke also made good his earlier pledge to MPs that he would make no binding agreements on the single currency by placing a "scrutiny reserve" on all decisions at yesterday's meeting, pending a Commons vote on the Emu preparations. Legally binding decisions would not be taken until next year around the time of the EU summit in Amsterdam, he added.

Meanwhile, Mr John Redwood, the influential Eurosceptic former minister, showed he remains deeply mistrustful of the pro-European Mr Clarke, by urging fellow MPs to lobby for amendments to single currency regulations.

## Clear whisky not the right spirit, say Scots

Producers of Scotch whisky are taking the Isle of Man's Glen Keila distillery to the High Court in London. They argue that the island's spirit cannot be called whisky - or whiskey - because it fails to meet European Union definitions.

"Whisky must retain the colour, aroma and taste derived from its distillation and maturation," says the Scotch Whisky Association. A lawyer representing the SWA adds: "If we can't stop this one, I don't know what we can stop." The case is due to come to court in February. Whisky is whiskey produced in Scotland.

The Isle of Man is not alone in producing whiskies which are strange to the Scots. India, for example, distills large volumes of whiskey under brands such as Bagpiper. But, to the serious drinker of Scotch, only the colour of the subcontinent's spirit bears any resemblance to the "water of life" from Scotland.

But distillers of Scotch work closely through joint ventures with their Indian counterparts. One product is an "ad-mix" whiskey in which Scotch is added to Indian spirit to make Indian whiskey.

Whiskey from the Isle of Man, which lies between

Scotch makers will go to court over a 'pure' version of the famous drink

England and Ireland, starts as Scotch whisky. "We buy a good five-year-old blend and an eight-year-old malt from a Glasgow broker," explained Mr Andrew Dixon, whose family owns Glen Keila.

The company then redistills the spirit in a process developed over the past 20 years. Mr Dixon says all the flavours of the Scotch are retained but the spirit is colourless because "a heavy tar residue" is left behind.

"It is pure whiskey with a sweet, smooth, long palate and a nice complex taste," said Mr Dixon, who hopes to sell 3,000 bottles this year. Half the buyers are in the Isle of Man; the rest largely in Germany and the UK.

The court case could become complicated because EU regulations define the process only up to the spirit's maturation in wooden casks. The SWA argues that whatever comes out of the cask is an essential part of the Scotch. It says redistilling is detrimental

because it removes some of the 500 or so flavour elements from the spirit.

"Once it has matured, it doesn't need anything else doing to it," the SWA says.

But for decades, Scotch producers have put their spirit through further processes after the cask. First they dilute the spirit from cask strength of about 50 per cent alcohol by volume to 40 per cent with demineralised water. Caramel is sometimes added to darken the colour.

Lastly, before bottling, the spirit is cooled to about 0°C and filtered to remove fatty acids. These are taken out to prevent the "chill haze" that can occur when whisky gets very cold.

Scotch purists like their spirit cask strength and unfiltered. "I do love getting some of the stuff straight from the cask," says a senior distiller in Scotland. "The chill filter is a compromise. It keeps the Scotch clear but it takes out some of the mouth-feel, the wonderful rounded feeling of the whisky."

With the High Court in London likely to be filled with such passionate argument in February, the case could become a defining moment for the Scotch industry.

Roderick Oram



Strange brew: Andrew Dixon says his whiskey (inset) is pure, sweet, smooth and has a 'nice complex taste'

## Heavier trucks may soon be allowed

By Charles Batchelor, Transport Correspondent

The UK government yesterday raised the prospect of increasing the maximum weight of trucks allowed on Britain's roads from 38 to 40 tonnes next year, and to 44 tonnes by 1999.

It also proposed, as soon as the necessary regulation can be brought into effect, allowing six-axis, 44-tonne trucks to be used in connection with "piggyback" services, in which a road trailer without the driver's cab is lifted on to a flatbed rail wagon.

The proposals coincided with the launch in London of a flatbed wagon developed by Thrall Car, a large US rolling stock manufacturer. This EuroSpine wagon allows certain designs of road trailer to be carried on the rail network without the need for expensive modifications to tunnels and bridges.

The use of 44-tonne trucks is now restricted in Britain to container shipments to rail terminals. Its extension to piggyback shipments was welcomed by the rail industry. Allowing the general use of 44-tonners, however, will increase competition to rail and was criticised by environmental groups.

Transport 2000, a pro-rail lobby group, said a rise in the general weight limit would mean increased road damage, casualties and environmental problems.

The UK has the tightest controls on truck sizes in the European Union, where 44-tonners with six axles are common. The Netherlands allows lorries up to 50 and Finland up to 53 tonnes.

Mr John Watts, UK roads minister, yesterday launched a 24-month consultation period into these proposals. A 44-tonne truck on six axles would cause no more wear on roads or bridges than the 38-tonne, five-axle lorries currently allowed because the total weight would be spread more widely, he said.

The 44-tonner would cause less wear than the 40-tonne, five-axle trucks which will be allowed from January 1999, he added.

The heavier trucks would be no larger than those now on the roads but they would allow shippers and hauliers to fill the space in their vehicles more effectively. At present some large vehicles run partly empty because they have reached their weight limit.

The UK department of transport believes heavier trucks would allow hauliers to reduce fleet sizes. It puts the potential reduction at 6,500 of the 75,000 37-tonne and 39-tonne vehicles in use, but the cut might be only half that if traffic switched from rail to road.

The Freight Transport Association welcomed the proposals. The Council for the Protection of Rural England, however, said heavier vehicles should not be allowed until enforcement of the widely-ignored existing weight restrictions was tightened.

## Bank rule change cost 'too high'

By John Gapper, Banking Editor

The costs and upheaval that would be involved in changing the structure of financial regulation to unite the supervision of banking and securities firms are too high to be worthwhile, Mr Howard Davies, deputy governor of the Bank of England, said yesterday.

Mr Davies was responding to a recent study suggesting that the job of supervising banks should be passed from the Bank of England, the UK central bank, to a separate commission. He said that banks were still sufficiently distinct to warrant supervision by a separate body.

Mr Davies said recent proposals by Mr Michael Taylor, a former Bank of England official, had been "considered and thoughtful", but the "substantial upheaval and cost" would not be worthwhile.

But he indicated guarded

support for the opposition Labour party's policy of abolishing self-regulating organisations such as the Securities and Futures Authority, and folding them into the Securities and Investments Board.

Mr Davies said that the board of SIB, of which he was a member, was neutral on the issue of organisation of regulation. But "it may well be that, in some areas, consolidation would make co-operation easier to achieve".

There has been growing support for unification of banking and securities regulation because securities firms have been bought by banks. Many financial institutions have complained of having to report to too many regulators. "Even speaking as a regulator myself, I would have to accept that you can have too much of a good thing," he said.

Derivatives rules, Page 28

## Spanish group joins rail freight bidding

By Charles Batchelor, Transport Correspondent

Stagecoach, the bus company which has expanded into the privatised passenger railway business, plans a move into freight operations.

The Scotland-based group is the third partner in a bid for Railfreight Distribution (RfD), which operates container trains through the

Channel tunnel from England to France. RfD is the final part of the state rail freight business to be sold.

Stagecoach's partners in the bidding are Freightliner, the recently privatised operator of UK container services, and Transfesa, a Spanish freight company. The third partner had previously not been identified.

Bids for RfD were filed

yesterday by the Stagecoach consortium and by English Welsh & Scottish Railway, the US-owned company which runs bulk freight trains and a growing range of non-bulk services.

But both bidders are understood to have had problems framing their bids because of the extent of RfD's losses. It has recently been losing £1m (£1.7m) a week before interest

charges, a figure almost equal to its turnover of £60m a year. It employs 1,500 people and, before the recent Channel tunnel fire, ran about 160 freight trains through the tunnel each week.

BR wrote off the entire £200m value of RfD's assets and commitments in its last accounts, including £300m worth of trains and terminals and £200m to cover the

minimum charge for use of the Channel tunnel over the next 10 years.

Neither bidder put in completely compliant initial bids.

A decision on the winner is expected within the next few weeks.

EWS said: "Regardless of whether we win RfD or not we will compete with a container service through the Channel tunnel."

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## UK NEWS DIGEST

## N Ireland sees beatings rise

There has been a sharp rise in "punishment beatings" in Northern Ireland this year, the UK government disclosed yesterday. Sir John Wheeler, a minister in the Northern Ireland Office, said there had been 276 punishment beatings between January 1 and November 25 this year, 128 of them inflicted by republicans and 118 by anti-nationalist "loyalists". This represents a rise of 69 on the whole of last year when there were 217 beatings. There were only 254 beatings in the four years before that (1991 to 1994 inclusive). Sir John said the figures did not include punishment shootings. Punishment beatings increased markedly after paramilitary groups declared ceasefires in 1994. In one of the most recent incidents, a man of 21 was attacked at night in his Ballymena flat by five men, four of whom had baseball bats and the other a gun. The man was shot three times in one leg by the gunman and beaten by the other four, who also set fire to the man's furniture. PA News

## MTM TRIAL

## Directors convicted of misleading

Two directors of MTM, the former chemicals manufacturer, were yesterday convicted by a London jury of fraudulently boosting the company's profits and of deceiving institutions about its financial health. Mr Richard Lines, the former MTM chairman, and Mr Thomas Baxter, the company's former finance director, were both found guilty of conspiring to account falsely and of making misleading statements. They will be sentenced in about three weeks. In the late 1980s MTM became the second biggest producer of fine chemicals in the UK, with subsidiaries in the USA and Europe. But by 1990 its acquisition strategy and the recession, left the company stretched. Led by Mr Lines, senior management embarked on a scheme to deceive the markets about the company's financial health. When purchasing Orsynex, a US chemical company, in September 1990, false invoices were created which suggested that MTM had made a profit of \$3.6m from the purchase. MTM then held a rights issue to raise money for the purchase of Hardwicke, a US agrochemical company. Mr Lines assured institutions that the issue would not dilute expected profits of \$23m (\$38.7m). John Mason

## BTR

## Investigators probe share trading

Investigators at the UK Department of Trade and Industry have begun a secret inquiry into trading in the shares of the conglomerate BTR and its former Australian associate BTR Nylex. The investigation appears to centre on trading in the shares of both companies ahead of the announcement last summer that BTR would buy in the 37 per cent of Nylex it did not already own, at a cost of \$44.48m (\$3.64bn). The purchase was made partly as a prelude to the sale of Nylex's effective 51 per cent interest in three Taiwan plastics businesses for US\$300m. BTR is understood to be co-operating fully with the inquiry. There is no suggestion that any BTR employee is under suspicion. Ross Tiesman

## ECONOMY

## Boost for factory order books

Factory order books in the UK are improving at their fastest rate for two years, while rapid growth in the amount of cash in circulation points to buoyant spending in the run-up to Christmas. The pound's recent strength has dented factory orders from other countries, but greater demand from domestic customers is more than compensating, according to the latest monthly survey by the Chartered Institute of Purchasing and Supply.

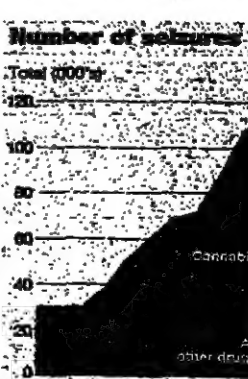
The pound has been rising largely because the economy's strength has led exchange dealers to expect further rises in interest rates. Sterling briefly topped DM2.60 yesterday and closed half a point up against a basket of currencies at 94.5 per cent of its 1990 value.

Makers of consumer goods are seeing the biggest rise in orders. Orders for investment goods and components are more sluggish, which the institute attributes to "uncertainty about future business conditions". Factory output continued to increase, but at a slightly slower rate than in October, the survey showed. The value of notes and coins in circulation rose by 0.8 per cent in November, after adjusting for normal seasonal patterns. Robert Chote

Martin Wolf, Page 16

## ILLEGAL DRUGS

## Seizures up 6% to record



The number of drug seizures last year rose 6 per cent to a record 115,000, but the rate of increase was the lowest since 1992, a new study has found. According to the Home Office, 80 per cent of the seizures involved cannabis and 18 per cent amphetamines. Although amphetamine seizures rose 19 per cent, cannabis seizures rose by only 3 per cent. Seizures involving class A drugs rose 25 per cent to 17,300, primarily due to increases in seizures of heroin and MDMA, rising to 6 and 5 per cent of the total respectively. The quantity of heroin seized rose 87 per cent. The number of drug offenders rose 9 per cent to 94,000, of which nearly 90 per cent were possession cases, most often cannabis. Mark Suzman

## CHANNEL ISLANDS

## French fishing boats defy ban

Ten French fishing boats entered a restricted area of Channel Island waters yesterday. They were defying a ban imposed after the expiry of an agreement between France and the authorities in Guernsey, second biggest of the islands between England and France. The fishermen were accompanied by a French naval helicopter and a coastguard vessel, apparently ordered to intervene should any attempt be made to arrest the men. Philip Jones

## Bus builder reveals Sri Lanka venture

By Haig Simonian, Motor Industry Correspondent

Optare, a northern England bus builder, yesterday announced a significant expansion of its international activities with a joint venture to build up to 500 vehicles a year in Sri Lanka.

The company, which in the past year has reached similar agreements to supply bus-building expertise to Malta and Malaysia, expects the latest deal to generate up to £15m (£25.5m) a year in local sales.

Optare is joining forces with Cey-

lone, a Sri Lanka's biggest employers, and Hocht, the big Japanese trading house. The joint project, Ceymo Automobile, will use Optare's bus technology to develop a new type of vehicle for demanding local conditions. The new ColomboRider vehicle will use a Chinese-built chassis from Chao-yong Diesel.

The bus will combine features of existing Optare vehicles including low floors for easy access. The first buses are being completed in Leeds, with production in Sri Lanka to start early next year.

The latest deal follows a technol-

ogy transfer agreement in 1995 to manufacture buses in Malaysia based on Optare's MetroRider model and a big order from Malta last September for a special version of the low-floor Excel city bus.

"We can now claim to be firmly established as a player in the global market for buses," said Mr Russell Richardson, the managing director. "Our ability to recognise opportunities to offer our proven and successful technology in developing markets means we can be financially successful in situations where our larger rivals cannot."

The deal confirms Optare's

recovery since it was acquired in 1993 in a management buy-out from receivers after the collapse of United Bus, its Netherlands-based owner.

Optare expects sales to reach £37m (£62.2m) this year from £33.9m in 1995, while bus output should rise to 350 vehicles from 274.

Most of the shares are held by six managers including Mr Richardson. About half of the 360 workers own a further 5 per cent of the capital, with the remaining shares held by institutional investors. Mr Richardson said Optare had no plans for a flotation or a trade sale.



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## TECHNOLOGY

A 'quantum leap' in loom design development promises substantial production cost savings, writes Andrew Baxter

## Material gain in warp speed

Amid the ceaseless din of a large weaving mill somewhere in Europe, a new type of loom is churning out material for sportswear. "It's working 24 hours a day and we've sold 80,000m of material from it," says the mill owner. "The customers don't know the material has come from the new machine - they would not be able to tell the difference."

The machine - the first of its type to be tested at a customer site - has had its share of teething problems in the past year but has generally been running well, says the mill owner, who wants to remain unidentified. "The key advantage is that it is so much faster than our other machines. It's producing as much as three of them," he says.

The new loom goes by the unremarkable name of the M8300, but is seen by its manufacturer, Switzerland's Sulzer Rütli, and by independent textile technology experts as an important advance for a 5,000-year-old industry.

Weaving is an arcane world of wefts and warp, where words such as "shed" and "pick" have a special meaning and "beating up" is not an arrestable offence.

Over the past few decades companies such as Sulzer Rütli, the world's biggest weaving machinery producer, have tried to find better, faster ways to pass a weft yarn through the "shed" formed by lifting alternate warp yarns. A pick is one pass-through by the weft, which then has to be beaten up against the existing material.

Several developments this century have brought big increases in weaving speeds, followed by incremental improvements as the technologies were fine-tuned. In the 1850s the arrival of projectile weaving machines, invented by Sulzer Rütli, removed the need to throw a shuttle to carry the weft backwards and forwards across the warp yarns. In the 1970s came further methods to get the weft across, with the fastest results coming from airjet machines.

These use compressed air to blow the weft across and have taken the weft insertion rate from 200m per minute in the days

of shuttle looms to about 2,000m. But the M8300, even before it has gone into production, is achieving speeds of 5,000m per minute, equivalent to 70m of material an hour at a standard width of 1.9m. "Over the past 15 years we have had a steady increase in weaving speeds," says Gerhard Egbers, director of the Institute of Textile Research near Stuttgart, who has been closely involved in the project's development. "But this technology jumps - it's a quantum leap."

The breakthrough has been achieved through a fundamental design rethink. The warp yarns are passed over a continuously rotating drum, 210mm in diameter, on which combs lift alternate yarns to form four tiny sheds simultaneously. Airjets blow the wefts through the sheds, which are then beaten up by bars cut off at the ends.

By finding a way to insert four wefts at once, Sulzer Rütli has achieved what has long been a dream in the weaving technology world - a "multiphase" machine.

Theoretically, this could be achieved in two ways. Loom-makers have tried creating a number of sheds in the weft, the

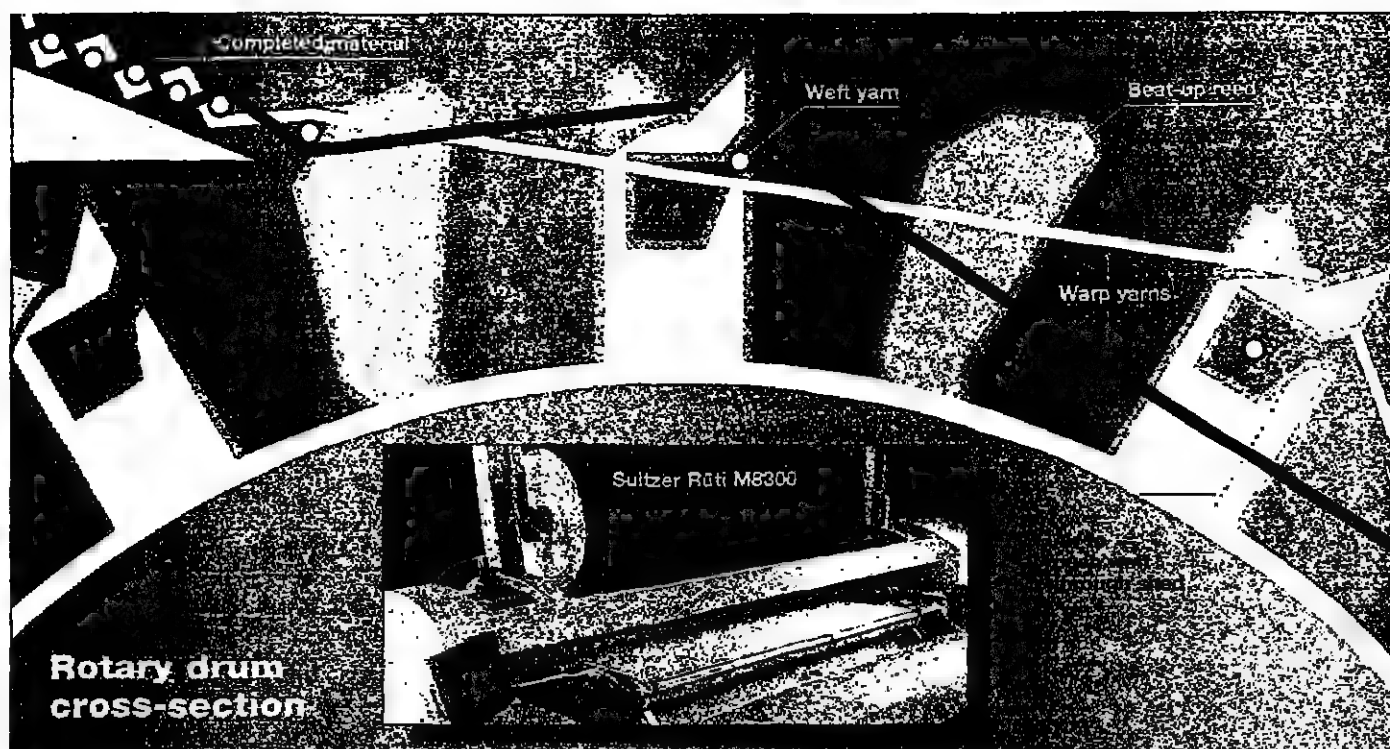
so-called wave-shed principle, but the rapid acceleration and braking of the weft caused the yarn to break, and these "mis-picks" were very difficult to mend. Instead, the Sulzer approach creates sheds in the warp direction - the sequential-shed principle. This has been tried before but never achieved weft insertion speeds higher than those of conventional airjet machines.

The M8300 achieves its speed by making about 2,800 picks a minute, but Alois Steiner, Sulzer Rütli's systems development chief and "father" of the machine, predicts that weft speeds of 10,000m a minute will be possible in five to 10 years.

Even at current speeds, however, the machine would be a big step forward for textile companies making standard fabrics, which constitute about 65 per cent of the world fabrics market.

There are other advantages too, says Steiner. In a conventional loom the warp yarns move up and down about 70mm but on the M8300 only half of the yarns are lifted by the tiny warp positioners, and by only about 12mm to 13mm, while the other yarns rest on the drum.

This sharply reduces strain on



the warp threads, which could have important implications for the spinning industry. If the yarn does not have to be so strong, spinners could reduce the twist in the yarn, and increase production, says Urs Meyer, head of the Zurich-based Institute for Textile Machinery.

With fewer parts moving up and down or accelerating and braking, the M8300 does not have to be bolted to the floor and uses less energy. Sulzer Rütli claims its power consumption per square metre of fabric is the low-

est ever, and half that of modern airjet looms. For good measure, to the human ear the machine is only half as noisy as its present-day counterparts.

For textile companies, savings from the machine could be considerable. In the US 40 M8300s could do the same work as 119 conventional airjets but would require 40 per cent less space, 38 per cent less energy and 16 per cent fewer people. Including administration staff, such a plant's workforce would fall from 108 to 89, according to the US

Institute of Textile Technology.

Developing the M8300 has been a prodigious effort for Steiner and his team, involving 50 man years of work in the past 15 years at Sulzer Rütli and sister companies in the Sulzer group. Work has been accelerated since 1992, when Helmut Pirchl became president of Sulzer Rütli, but even so development could not be hurried and hundreds of details had to be checked. "Our customers are very conservative," says Pirchl. "You have to plan a big market introduction like this carefully,

and get experience on the weaving floor. Customers want to see many references before they even consider investing."

That the machine could be developed at all is a measure of the progress made in a number of technologies since the first wood and rope model was made at the German textile institute in 1974. Airjet technology was in its infancy then but, says Egbers, has advanced to the stage where wefts can be blown through very small openings. Manufacture of high-precision components has also improved, particularly over the past five or six years, says Egbers. Any mistake made while drilling the tiny air nozzles into some of the warp positioners, for example, could result in the weft being blown off course.

Developments in machine controls, such as closed loop digital servo drives, have also helped, says Meyer. "This loom is the first where we have everything designed from the start for the new drive technology. That is the major breakthrough."

Sulzer Rütli hopes to deliver the first production models in 1998. A handful of other textile companies in Europe, the US and Latin America will test the M8300 next year, and another six machines will be sent to the first site in the next few weeks. "I need to have several machines to work out how much we will save in energy and labour costs," says the mill owner. "We are optimistic."

AB

## Threads of hope

to a complete change in market shares in five years," says Meyer.

The new machine could not come a moment too soon for Sulzer Rütli. Although long-term demand for textiles is rising by about 3 per cent a year, the textile machinery market is highly cyclical and worldwide demand has halved since 1990.

The slump has affected Sulzer Rütli particularly badly. The strong Swiss franc and competition from low-cost Asian producers has led to a sharp fall in demand for its machines. Mounting losses at the company have taken the shine off a recent profits recovery at the Sulzer

group and increased the urgency of measures to get the business back into the black.

In October, with no sign of an end to the weaving machinery recession, Sulzer Rütli announced a big restructuring. By the end of next year its 3,300-strong worldwide workforce will be reduced by 950, and production capacity will be less than half 1990 levels.

At Rütli itself, a small town in eastern Switzerland, 600 jobs are to go as production is shifted almost entirely to the company's plant at Zuchwil, west of Zurich. The cuts will be a painful blow for the town of Rütli, which has been associated with textile

machinery since 1842, when Casper Honneger began building the world-famous Honneger cotton-weaving looms there.

The new machine could be a lifeline. "We are in a similar position to where Sulzer was in the 1950s with the first projectile machines," says Pirchl. "We are aware that the first few years will not be easy... but we hope to get a good share of the market."

The new machine will not replace looms designed to produce complex multicoloured weaves, and is likely to be too sophisticated for users of the 3.5m shuttle looms still at work mainly in developing nations.



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celebration  
of the star  
cityscape

Tosca with a  
cutting edge

ARTS  
GUIDE



## ARTS

# Celebration of the stark cityscape

William Packer reconsiders the work of David Hopper

David Hopper is 61 and a professor in the painting school at the Slade. With a career that now spans more than 40 years, a retrospective at an institution such as the Museum of London is well-earned and, in the light of his subject-matter, entirely appropriate. The pity is only that the museum's restricted space allows only a narrow choice, representative though it is, and it will be seen by a more casual public than its quality and formal interest as painting would command at somewhere like the Tate or Whitechapel.

That said, the irony is that Hopper has already enjoyed his retrospective at the Whitechapel - 22 years ago. It did seem a little premature, and looking back at what I wrote I was indeed rather hard on it: I was distrustful of apparent shifts and changes in the work that seemed arbitrary and at times extreme, a search after style rather than a response to the needs and development of the work.

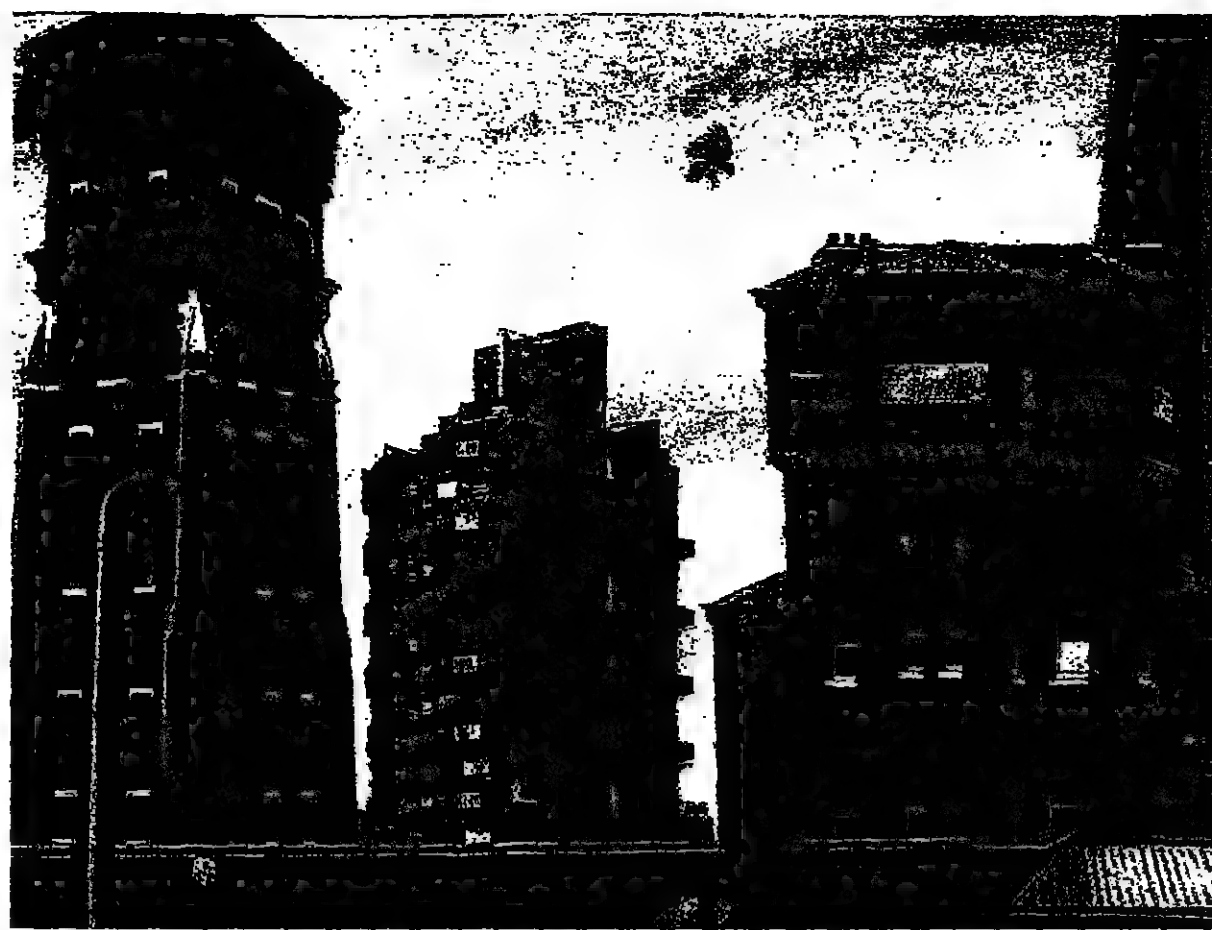
In particular, I took against the then latest work: large, all but life-size paintings of the front doors, bay windows and garden fences

of a row of houses in Dulwich, presented with an assiduous matter-of-factness and painted dead-pan, brick by brick. I saw them then as the final step in a progress away from the early free Romanticism, the raw mixed-media experiments of the studio interiors that followed, towards a quasi-photographic realism.

To see them now, at the centre of this show, is, I must admit, to see them in quite a different way. They no longer read as that final and final stage in a development, but rather as a link and a continuation. See it clearly and see it whole: the deferral-principle for retrospectives was ever sound.

Hopper's subject has always been the world about him, the streets and tower-blocks, the cluttered studio. The earliest paintings are views across Sheffield roofs and back-to-backs, made when he was still a student. The streets and houses of Cumberwell in the early 1960s, painted in open homage to David Bomberg with a rich impasto and free, direct expression, look as immovably as any later work.

So, from a Sheffield terrace to one in Dulwich, and on to a Walworth block of flats may be no great step after all. A recent tower-



Openly becoming more experimental: 'The Hawks Tower, Elephant and Castle', 1968, by David Hopper

block painting, 'Georgian Heights', contains an upended Georgian terrace that reads at first as but another tower-block. Again, the shift from red-brick-by-brick Dulwich to the Walworth council estates which Hopper turned his attention to after the Whitechapel show, was not so great. Each modular flat and balcony on those black cliff-faces was seen as no more than a brick of sorts. The same frontal presentation was retained, and the same attention to variation and incident within an encompassing, insistent regularity.

Over the last 10 years or so, however, Hopper's method has loosened up, becoming more openly experimental in its practice and open-minded as to effect. The Piranesian fantasies of the late 1980s, setting high towers among the soaring arches and railways vaults of Victorian London, come as no surprise. Again it is the work over a lifetime being all of a piece, for what we see is but a renewed celebration of what was always inherent.

Without sacrificing anything of detail, here again are the rich, dense surfaces of the early work, and that free expressionist confidence

of application. And those cluttered studio interiors of the 1980s take on a renewed relevance. Table-tops that might be landscapes, cities, wastelands, are given a physical actuality not just of paint, but of the wood and metal elements collaged to them.

In the most recent work, the paint conforms to the actual texture of the cultured concrete walls while yet sustaining a conventional pictorial space. The canvas supports the image of tower and wall, yet is ambiguously the wall itself, smothered in graffiti, that is surprisingly seductive when seen for

itself on the picture plane, gleefully transgressing both wall and image. The latest triptych, at Flowers East, even brings in the maps that stand at the entrance to every such estate, smothered in demotic decoration. We move from the actual to the illusory and back again, just as in all painting. All comes together in the end.

David Hopper - Streets in the Sky, Museum of London, London Wall EC2, until December 31. David Hopper - Two Triptychs: Flowers East, 1996 Richmond Road ES, until January 19.

So no excuses need to be made for the ambitions nor for the derivative qualities of Kullervo. Nor, indeed, for the variety found within it, the huge opening movement an essay portraying the youth in heroic, Straussian, terms, the second a darker piece. The core of the work is, however, the third move-

ment, where soprano and baritone (the excellent Hillevi Martinpelto and the young but more than promising Karl-Magnus Fredriksson) enact the scene of Kullervo's seduction of his sister before the formal narration of the male chorus, here the voices of the London Symphony Chorus, impeccably trained by Stephen Westrop. A vivid battle Scherzo, and, again with male chorus, a noble and touching death-movement, and the piece is over. Davis seemed to let it rather than to make it happen. And that, given Sibelius's way of apparently allowing his music to unfold itself, was the only way to do it.

The Barbican's other major event of the week was the series of three concerts given by the Academy of St Martin in the Fields under Sir Neville Marriner in which Alfred Brendel played all five of Beethoven's piano concertos. He is a marvelous pianist and we can only regret that he has already given, at the age of 65, his last complete cycle of the Beethoven sonatas. But I sometimes wondered whether this challenge was simply too much even for this super-mortal. Too often fingerwork was less than clean, the delicate close-to-the-keyboard style compromised by the occasional flud run or wrong note. But what remained was Brendel's uncompromising manner, inviting the listener into his world, doing everything to encourage active listening, rather than simply playing to the gallery. In taking that approach he is a musician of similar outlook to Davis. It is an outlook, shunning superficial gratification in favour of the possibility of saying something deeper and longer lasting, that can only be admired.

London concerts/Stephen Pettitt

## Musicians of distinction

Where Michael Tilson Thomas polished the London Symphony Orchestra into a glittering, virtuosic instrument, his successor Sir Colin Davis has evidently been busy applying one or two North European touches. Everything has become mellower, ripper. Last week Radu Lupu gave Mozart's dark C minor piano concerto, K 491 with the LSO under Davis last week as the curtain-raiser - some curtain-raiser! - to Sibelius's Kullervo Symphony. It was a beautiful performance, eloquently shaped and Lupu's touch, crisp, precise, yet delicate, weighty but never stodgy, was perfection itself.

But it was on Sibelius's early epic symphony, composed in 1892, seven years before the first numbered symphony, that most minds were primarily focused. It is a strange work for a composer whose later ambition seemed primarily to distill; but the Kullervo Symphony, based upon the incestuous tale which is the great national epic poem Kaleva, positively and luxuriantly sprawls, offering a broad canvas upon which Sibelius struggles to find himself through an inclusive rather than exclusive process (among those included are Tchaikovsky and Strauss). But what else should we expect? With Kullervo Sibelius achieved at the very least a strikingly Finnish idiom, and a remarkable self-confidence into the bargain.

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Opera/Andrew Clark

## Tosca with a cutting edge

In this age of spurious authenticity, let us give thanks for a truly authentic Tosca. The Royal Opera's historic production at Covent Garden may not be as old as the work itself, but it has an immutable style which, with the right cast and conductor, elevates Puccini's handwork instead of cheapening it. That is why this latest revival is worth catching, even for those who believe Tosca is an opera to be seen once and never again.

For the second successive season, Galina Gorchakova asserts her credentials as an authentic Italian prima donna - something even her Russian compatriot Vishnevskaya, one of her most illustrious predecessors in this production, never quite managed to do. Gorchakova may lack Vishnevskaya's temperament - there is a coolness about Tosca's trials of resolve in Act 2 which results in a low-key "Vesti d'arte" - and her armoury of expressive nuance is still quite limited; but she sings with lustre and Italianate style, the voice filling out with unassailable grandeur at the top and bottom.

Her other distinguishing traits are stage presence,

dignity and an unexpected touch of the comedienne in Act 1, where her parting exchanges with Cavaradossi plumb a lighter-than-usual vein of sexual jealousy. It is this classy self-awareness that proves such an appropriate foil to James Morris's handsome Scarpia.

We tend to think of Morris as a Wagnerian; this performance, his first Italian role in London, underlines how versatile he is. What his singing misses in colour, it makes up in cutting edge and intelligence, above all in the way he acts with the voice. Morris's body language - the lifting of an eyebrow, the flick of a whip - is no less assured, the suave exterior masking a ruthless, lustful core. There is not a hint of caricature in Morris's police chief: this is a three-dimensional portrait.

Tastelessness, then, is the hallmark of this revival, and Sir Edward Downes's conducting is a key ingredient. Downes has been associated with this production since the 1960s, but there is nothing routine in his approach. Spacious tempi belie a knack for raising the temperature at the right moments, and the orchestra alights on Puccini's chiaroscuro with seasoned enthusiasm.

Not everything works on the same elevated level. Keith Olsen's lacklustre Cavaradossi makes the evening sag inconveniently, and the Angelotti and Scarpia are sketched. But Renzo Mongiardino's original settings are



Authentic: Galina Gorchakova and James Morris in Zeffirelli's ageless production

still an eye-catcher, and there is no reason why the Zeffirelli production, created for Callas, should not continue to serve Tosca well into the next century.

Revival sponsored by Mrs Jayne Wrightsman.

Concert/David Murray

## Fatal attraction

The Philharmonia and their conductor-elect Christoph von Dohnányi have been playing for two opera productions at the Paris Châtelet. Naturally enough, they took the opportunity to bring them to the Royal Festival Hall (another of their residences) as concert-performances, with most of the original casts: Schoenberg's *Moses und Aron* a month ago, in a soberly impressive reading, and on Tuesday Stravinsky's opera-oratorio *Oedipus Rex*.

Re-rehearsing *Oedipus* should have been a matter of dusting-up; but at short notice the incestuous central pair had to be replaced. First their Oedipus, Philip Langridge, fell ill, and then at the last moment the Jocasta, Michelle DeYoung, lost her voice. As luck had it, Anthony Rolfe Johnson was available - and excellent, though cramped by Dohnányi's unyielding tempi.

As for Jocasta, Stefania Kaluzs was hastily flown in to deliver her grand aria with grand, sombre dignity. Few contraltos sound fluently at this in this exacted role, but she did: eloquent, natural and unforced. Willard White's Theresia had great presence, if not quite his lowest notes, and Franz Josef Kapellmann sang the bureaucrat Creon as cannily

and tellingly as any I've heard. The Czech Radio Choir supplied the all-male chorus, whose lusty, full-throated power and diction probably outclassed any British competitors.

The performance left a solid stamp, with the most famous, most copied baseline (or bass-throb) of the century thrust into relief as the pitiless motor of the action. If there was little interplay between the singers, Dohnányi preserved a hard, ongoing pulse and a matching sense of fatality.

Perhaps Webern's subtle orchestration of the *Ritornel* from Bach's *Musical Offering* used up a lot of rehearsal-time. It sounded like that Webern's trick of swapping instruments in mid-theme has rarely been so smoothly modulated and discreet. Dohnányi did nonetheless require some portamento from the strings, in the style of Webern's own period: Webern might have been puzzled.

In Stravinsky's violin concerto, Viktoria Mullova was a strange soloist. She played all the notes in the right order, very efficiently, but her mind seemed to be elsewhere. She did nothing to lend it character, and in the quick movements she and Dohnányi were out-of-synch. The concerto deserves better.

## Strings attached to the Mahon bequest

After years of keeping the nation's galleries guessing, Sir Denis Mahon has at last announced where he is bequeathing his collection of 61 17th-century Italian baroque paintings, the finest collection of Old Masters amassed in the UK in the past 60 years. It includes works by Guercino, Guido Reni, Domenichino, the Carracci and more.

The main beneficiary is the National Gallery, which will receive 18 works, with another 10, that it can loan at its discretion, to the National Museum of Wales. The Ashmolean in Oxford gets 12, and the National Gallery of Scotland, eight.

But there are strings. Sir Denis has long used the destination of his collection to influence government policy towards the heritage. He is bequeathing ownership to the National Art Collections Fund, which will take them back if the chosen galleries sell off any paintings and drawings from their permanent collection.

Sir Denis has also hung a sword of Damocles over the government. He is opposed to admission charges for museums, and if any of the selected institutions introduce charges he may well change the conditions of his bequest. At the moment they are all opposed to charges, but the government is putting financial pressure on them: museums and galleries that do not charge were treated more harshly in the 1997-98 funding round than museums that do. From May 26 for three months the National Gallery in London will be displaying the Sir Denis Mahon collection, including three works he had to sell in the 1970s. The collection has been estimated to be worth at least £25m: it cost Sir Denis £500,000 at a time when the Italian baroque was out of favour. The exhibition is sponsored by Guinness Mahon: Sir Denis's great uncle helped to found the bank in 1836.

Antony Thornicroft

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

CONCERT  
Concertgebouw Tel: 31-20-6718345  
● Robert Holl, Jan Bostridge, Naum Grubert, Julius Dreke, Carolyn Watkinson and Jacob Slagter; the bass, tenor, pianists, mezzo-soprano and horn-player perform works by Shostakovich and Britten; 8.15pm; Dec 4

EXHIBITION  
Rijksmuseum Tel: 31-20-6732121  
● Aanwinsten - Teekeningen, prenten en foto's (1993-1996): exhibition featuring drawings, prints and photographs that were added to the museum's collection over the past four years. Included in the exhibition are drawings by Lombard, Barendsz, Berchem, Hondius, Van Pelt, Romeyn, Van der Tempel, De Wit, and others, prints by artists such as Hirschvogel, Hermet de Blae, Van Heemstede, Meibach, Friedrich and Grien, and a selection of 19th and 20th century

French and Dutch photographs; to Feb 2

### DUBLIN

EXHIBITION  
National Gallery of Ireland Tel: 353-1-6815133  
● Treasures of the Royal Horticultural Society: this travelling exhibition is designed to bring the society's collection of botanical paintings and drawings to a wider public. It consists of some 70 images and three bound volumes ranging from 17th century Dutch flower studies to plant portraits by contemporary botanical artists. Included are botanical illustrations by artists such as Michel van Huisum, Ferdinand Bauer, Augusta Innes Withers, John Lindley and Lili Snelling; to Dec 15

### EDINBURGH

EXHIBITION  
Scottish National Gallery of Modern Art Tel: 44-131-5568921  
● Anne Redpath: exhibition of work by Anne Redpath, one of the most successful and best-loved Scottish artists of the 20th century. The exhibition features around 70 works from her career. The works on display come from private and public collections throughout the UK. Highlights include 'The Indian Rug' from the gallery's own collection, a group of watercolours painted in the early part of Redpath's career when living in France, and a large tapestry designed by her for the Scottish Widows company in

1962; to Jan 18

### FRANKFURT

EXHIBITION  
Museum für Moderne Kunst Tel: 49-69-21230447  
● Sonnenwechsel X: exhibition featuring works by Albert Oehlen, Robert Grober, Jochen Fischer, Heiner Baum, Miriam Cahn, Nobuyoshi Araki, Larry Clark, Jack Sturges, Rosemarie Trockel, Anke Dohrmann, Ed Ruscha, Sand and Hilla Becher, Thomas Ruff, Max Mohr, Markus Raetz, and Stephan Balkenhol; to Jan 5

### LONDON

CONCERT  
Barbican Hall Tel: 44-171-6394141  
● Messiah: by Handel. Conducted by Paul McCreesh, performed by the Gabrieli Consort and Players. Soloists include soprano Dorothea Röschmann and Deborah York and contralto Ruby Philogene; 7pm; Dec 5  
Royal Festival Hall Tel: 44-171-9604242  
● Tabou Zimmernann and David Geringes: the violinist and cellist perform works by Ligeti; 6pm; Dec 5  
Westminster Cathedral Tel: 44-171-7989055  
● War Requiem: by Britten. Conducted by Stuart Bedford, performed by the Royal College of Music Chorus and Symphony Orchestra and the Choralists of Westminster Cathedral; 8pm; Dec 4

### EXHIBITION

The Hayward Gallery Tel: 44-171-9604242

● Howard Hodgkin - Paintings: exhibition of oil paintings produced between 1975 and 1995 by the British painter Howard Hodgkin. Hodgkin works very slowly, often taking years before he considers a painting to be finished. The layers of overpainting leave traces of the earlier stages of the work; from Dec 5 to Feb 23

### THEATRE

The Pit Tel: 44-171-6388891  
● The Learned Ladies: by Molière. Directed by Steven Pinnott, performed by the Royal Shakespeare Company. The cast includes Roger Allam, Caroline Blakiston and Niamh Cusack; 7.15pm; Dec 3 (7pm), 4, 5 (also 2pm)

### MADRID

EXHIBITION  
Museo Nacional del Prado Tel: 34-1-3302900  
● Luis Paret y Alcazar: this exhibition of 10 paintings and 21 drawings by Luis Paret y Alcazar celebrates the recent addition of a work by this Spanish painter to the museum's collection as well as the 250th anniversary of the artist's birth; from Dec 5

### NEW YORK

AUCTION  
Sotheby's Tel: 1-212-606-7000  
● American Paintings, Sculpture and Drawings: this sale features property from the Shelburne Museum and the Collection

formed by the British Rail Pension Fund as well as property from other owners. Highlights of the sale include John Singer Sargent's painting 'Cashmere' (1906) and a white marble bust of Benjamin Franklin which was executed in 1779 by the French sculptor Jean-Antoine Houdon; 10.15am & 2pm; Dec 5

### EXHIBITION

The Metropolitan Museum of Art Tel: 1-212-879-5500  
● Some Women: an exhibition of portrait busts of eight women, in bronze and marble, by Rodin, Lehmbruck, Brancusi, Giacometti, and others; from Dec 6 to Apr 6

### OPERA

Metropolitan Opera House Tel: 1-212-362-6000  
● Così fan Tutti: by Mozart. Conducted by James Levine, performed by the Metropolitan Opera. Soloists include Nielsen, Bunnell, McLaughlin and R. Croft; 8pm; Dec 6

### PARIS

DANCE  
Théâtre National de l'Opéra - Opéra Garnier Tel: 33-1 42 66 50 22  
● Ballet de l'Opéra National de Paris: perform George Balanchine's Apollon, Agon, Capriccio and Violin Concerto to music by Stravinsky; 7.30pm; Dec 7

### EXHIBITION

Musée du Petit Palais Tel: 33-1 42 65 12 73  
● Ché Interdite: this exhibition

focuses with more than 150 objects on the different aspects of the imperial family life during the Qing era (1644-1911). On view are photographs, garments, furniture, and jewellery; to Feb 23

### VENICE

EXHIBITION  
Palazzo Grassi Tel: 39-41-5231680  
● The Western Greeks: this exhibition aims to illustrate, through archaeological documents and antique works of art, the civilisation which developed in the Greek colonies in the west - from Italy to Sicily to Cyrenaica, from Provence to the Iberian Peninsula - and its contribution to the formation of European culture; to Dec 8

### WASHINGTON

MUSICAL  
National Theatre Tel: 1-202-628-6161  
● Whistle Down the Wind: by Lloyd Webber and Steinman (previews). Directed by Harold Prince. The cast includes Irene Molloy, Davis Gaines, Candy Buckley, Lacey Hornkohl, Abbi Hutchinson and Cameron Bowen; Tue - Sat 8pm, Sun 7pm, Sat, Sun also 2pm; from Dec 6 to Dec 11 (Not Mon)

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## COMMENT &amp; ANALYSIS

Martin Wolf

## Dear Ken, be decisive

If the chancellor wants to avoid the fate of his predecessors, he should raise interest rates now to avoid a tidal wave of bad news in the future



Dear Mr Clarke,

You are beginning to worry me. Do you realise how much you sound like other chancellors who once revelled in the early stages of a consumer-led expansion? You will have to act decisively on interest rates, if you are not to end up as reviled as they now are.

First, you need to be convinced that higher interest rates are what the UK needs. That will be difficult for you to accept just after you declared in your Budget speech that not only is "the British economy today prosperous and successful" but "any risk to this recovery from inflationary pressures re-emerging remains a good way off".

Fortunately, you also said: "Eddie will keep me steady and I will continue to be canny." A canny chancellor would bear in mind that all the pressure upon him is to loosen policy at the earliest opportunity and tighten it at the latest; that the costs of reducing unacceptably high inflation exceed those of reversing a temporary slowdown; and, most important, that by the time everyone is convinced tighter policy is necessary, it will be much too late.

There is no small danger of explosive growth in consumer demand, fuelling another inflationary economic expansion. To understand the nature of the danger - and why the Budget has not done enough to forestall it - you need to ponder what drives inflation.

In your speech, you listed a number of reasons why you were confident about inflation: "Apart from oil prices, which have risen sharply, commodity prices are steady and are not putting upward pressure on inflation. Earnings growth remains sensible and modest. Producer price inflation - a good indicator of what is in the pipeline for retail price inflation - is at its lowest level since the 1980s."

Producer input prices are actually lower than they were a year ago.

All this is absolutely right. You could also add sterling to the list. The Bank of England's trade-weighted effective exchange rate has appreciated by nearly 14 per cent since the beginning of the year. But all these indicators relate to costs in the short term. While you bask in months of good news on inflation, excessive growth in demand could bring a tidal wave of bad tidings thereafter.

Money matters for demand. Until it was far too late, it was largely those who watched broad money (M4) who foresaw the inflationary surge of the late 1980s. The rate of growth of the money supply has risen once again. It is growing faster than seems consistent with inflation at the government's target rate of 2½ per cent a year or less. Again it is monetarists, such as Mr Tim Congdon of Lombard Street Research, who are sounding the alarm.

I assume that you want to hit this target. After all, it is your own. If you do, remember what happened at the end of the last headlong expansion. The Red Book

published in March 1988 forecast the real growth of consumption that year at only 4 per cent, but it turned out to be 7.5 per cent. It forecast the growth of GDP at 3 per cent; but it turned out to be 5 per cent. The Treasury, in company with almost every respectable forecaster, was not just wrong in detail. It simply did not understand what was going on.

Ancient history? Far from it. Whether or not one accepts the monetarist policy of a strict rule for monetary growth - and I, for one, do not - there can be no serious question that persistently excessive growth of broad money and credit has consequences for aggregate demand. First, it will raise prices of other assets; then it will raise inflation. It happened before. It will happen again.

The first part of this story is now well advanced. Monetary growth is high in relation to inflation - and has been so for about three years. House prices are rising once again, most recently at about 7 per cent a year. The stockmarket is strong and business confidence is buoyant.

As for consumers, their confidence is apparently at its strongest since August 1988. Retail sales volume grew 4 per cent in the year to October. Real personal disposable income has been growing strongly and its growth is likely to be maintained at close to 3 per cent over the coming year. Consumer spending power will be boosted by a stream of payments from building societies converting to public limited companies. Unemployment is falling and employment rising. Everything, in short, is now conspiring to persuade British consumers to spend, spend, spend.

The Red Book forecasts consumers' expenditure rising 4½ per cent next year and GDP growth at 3½ per cent. But it is also forecasting retail price inflation (less mortgage interest) at the end of the year at 2½ per cent. Every one of these forecasts could turn out to be considerably higher.

Mr Congdon is forecasting economic growth at 4.3 per cent next year. That seems perfectly plausible. Mr Gavyn Davies of Goldman Sachs is also warning of the risks ahead, albeit more cautiously. Do not ignore them, whatever the other wise folk say.

Their obvious reaction would be that supply can rise to meet the growth in demand. To that there are three replies:

● The first is that this was also said in the 1980s.

● The second is that the so-called output gap is not just an unknown quantum but a myth because it rests on the absurd assumption that there is a precise level of aggregate supply below which there is no inflationary pressure.

● The third is that there is a speed limit to growth, which depends on the rate at which new workers can be brought into employment and new capacity installed.

Consistent growth at above 3½ per cent would almost certainly raise inflation. With job vacancies above their long-term average, the output gap may itself be small. What is needed most of all, therefore, is room to accommodate extra investment. But that is what a headlong expansion in consumption would rule out.

Yet the best of all leading indicators of disaster must be the tone of your opening remarks last week: "The British economy is today prosperous and successful. This Budget will make it even more prosperous and even bigger success over the coming years." How often have your predecessors hailed the later stages of a cyclical recovery as the new dawn!

The economy may well be more flexible. But it is still vulnerable to overheating. The economy will not grow steadily if you do not take the decisions to bring the rate of growth of money and credit - now the fastest in the Group of Seven leading industrial countries - to more sustainable levels.

It is not easy to take determined action within a few months of an election. But the important thing to remember is that if you act decisively, with at least a half a percentage point rise in the base rate now, which will almost certainly need to be followed by another half a percentage point in the New Year, you can always reverse these rises later on. The price would be perhaps a few months of lower than hoped for growth.

If you were to fail to act and demand ran out of control, it might take years to remedy the error. This would be known as the Clarke boom - and the Conservatives would have inflicted the long-term costs of a short-term spending spree for the fourth time in four decades.

Yours sincerely,  
Martin Wolf

Philip Stephens

## Big hitters needed for the long slog



Geoffrey Howe had an apt cricketing metaphor for the phenomenon. On his departure from Margaret Thatcher's government, Lord Howe recalled that ministers arguing the British case in Europe were regularly undermined by the then prime minister's casual dismissal of policies agreed in cabinet. Her opening batsmen often appeared at the crease only to find that the team captain had broken their bats before the game.

Kenneth Clarke could be forgiven a distinct sense of déjà vu. As the chancellor arrived in Brussels for the latest discussions of European finance ministers on a single currency, he was once again being undermined in London. The respected political editor of The Daily Telegraph declared on that newspaper's front page that John Major was determined to fight the general election as the champion of sterling. The prime minister had decided he wanted nothing to do with the nasty sun.

The pro-European Mr Clarke, the last British minister with real clout in Brussels and the media defender of the present wait-and-see policy, would be overruled.

Downing Street's official response was that the government's policy had not changed. For now, it was preserving the two-way bet negotiated by Mr Major in the Maastricht treaty. But there was nothing in the denials to undercut the central premise that the prime minister would like to change the policy before polling day. That was for good reason.

Whatever the provenance of the latest story, Mr Major insists in private that he would not take Britain into Emu during the lifetime of the next parliament. For all the protests to the contrary at the party conference in

October, close aides readily acknowledge that he would like to say as much before the election. The prime minister believes that Labour are votes in labelling Labour as the party which would scrap the pound. He feels comfortable wrapped in the national flag. The searing experience of sterling's election from the exchange rate mechanism also convinced him that a single currency will not work.

His instincts are widely shared within the cabinet. The Eurosceptics, of course, have long insisted that Emu represents a wholly unacceptable transfer of sovereignty from Westminster to Europe. Some half-a-dozen of Mr Major's senior colleagues - the ones he used to refer to as bastards - would rule out starting's participation in perpetuity.

Others offer a more pragmatic logic for saying now that the Tories would safeguard the pound. Since joining Emu during the next parliament could only be done at the expense of an irrevocable split in the party, why not make a virtue out of necessity?

Mr Brian Mawhinney, the party chairman, never tires of telling colleagues that such a move would reunite the Conservatives in the run-up to the election. He has a long-standing ally in Stephen Dorrell, the health secretary. Malcolm Rifkind, the foreign secretary, shares their inclination, though he is shrewd enough to see the dangers of a confrontation with Mr Clarke.

These would-be leadership contenders are also positioning themselves ahead of what they still expect to be a defeat at the election. Loss of office, they judge, would preclude a further lurch towards the Eurosceptics. Those seeking a place in the beauty contest want to make sure now that they are on the right side of that shift.

The outstanding question then is whether Mr Clarke

can be persuaded or overruled. If Mr Major wants to retain his remaining slim chance of winning the election, he will conclude the answer is an unequivocal no. Earlier this year, the chancellor was manoeuvred into a corner over the offer of a referendum on the issue. He will not be budged again.

There are circumstances in which Mr Clarke could be prepared to argue that Britain should stand aside from the first wave of Emu. But those conditions - essentially the indiscriminate funding by other governments of the economic convergence criteria - are scarcely likely to be apparent before the election. Nor will the present negotiations between finance ministers on the terms of a fiscal stability pact be completed before polling day. Mr Clarke does not intend to leave Britain with an empty chair at those talks.

But there is anyway a more important point. The chancellor understands that were the Conservatives to fight one election on a platform of preserving the pound, that would fix the policy for a political generation. The anti-Emu stance would become one of principle rather than pragmatism. Fairly soon it would redefine the Conservatives as the party of nationalism rather than of Europe. That may happen anyway after the election, but Mr Clarke does not intend to permit it now.

In spite of the speculation otherwise, Michael Heseltine, the deputy prime minister, takes the same view. He is on Mr Clarke's side, as committed to Britain's future in Europe as the chancellor. This is not an alliance Mr Major would be wise to confront. If he is tempted, he might recall Lord Howe's metaphor. After a time, Baroness Thatcher's best players got fed up playing with broken bats. They decided to leave the field. And we know what happened then.

## LETTERS TO THE EDITOR

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## 'Libertarian' values affirmed only by the most rapacious

From Mr Debra Mecher.

Sir, Having been a reader of Mr Michael Prowse's weekly "America" column for the better part of these past six years, I must say that I found it more than a little curious to learn in his final column ("A deep sense of gratitude," November 25) that Mr Prowse fancies himself a "libertarian", and that it is above all my country's "libertarian" values and its "commitment to the freedom of individuals" that he cherishes most about it.

Poppycock, Mr Prowse. Whereas I'm forced to take his word for it that he has "become steadily more attracted to a libertarian political philosophy" since moving to the US in 1980, Mr Prowse should stop blaming Americans for having imported to him a political philosophy that none but the most rapacious of us affirm.

Amazingly, Mr Prowse says that my country has "all but eliminated the horrible class and status distinctions which still disgrace European and Asian society". Leaving the Europeans to fight their own battles, this assertion is false - tragically false. I can only pre-

sume that the US appears radically better than it really is, when one looks at from the dining room of a country club or the window seat of a private jetliner. Mr Prowse's contention is bald rubbish.

For every constraint on the power of the federal government that Newt Gingrich, the House Speaker, and his acolytes among the corporate-funded think tanks have preached, there are dozens of constraints they'd happily lift from the shoulders of the transnational corporations that fill the rankings of the Fortune 500.

Mr Prowse is free to call that philosophy and those values libertarianism if he likes. But the individuals who are being crushed by this narrow conception of freedom will quite understandably beg to differ.

In the end, Mr Prowse's version of libertarianism reminds me of the Big Lie which, though well dressed, is easily undone.

He that once deceives is ever suspected, Mr Prowse.

Debra Mecher,  
2220 W. Iowa St.,  
Chicago,  
Ill. 60632, US

## Said's gift leaves Oxford business school assured of academic freedom

From Dr Peter North.

Sir, Contrary to the impression from Professor David Smith's remarks ("Oxford to re-open talks with Said," November 28), control of the business school would not reside with the foundation through which the proposed £20m (£32m) benefaction would be made.

The university's council has sought an opportunity to review the terms of the foundation, but it is worth stating that, under the existing terms, the foundation would have no jurisdiction over academic matters.

Indeed, this was patiently explained by Mr Walfie Said himself in his letter in your columns (November 15).

The foundation would have a "right of approval" over the appointment of a director, but it could not impose a candidate, nor withhold approval unreasonably.

Also, while the university would not appoint a majority of trustees, all appointments other than that of the vice-chancellor and the benefactor himself, would have to be approved by the vice-chancellor, and would necessarily, therefore, have

the interests of the university, and this project, very much at heart.

The trustees would also have power to deploy certain funds in support of the school, but only for that purpose (in effect, income from an endowment of £4m, being part of the matching funds raised by the university, the balance of £16m for the endowment posts being held and administered by the university).

The foundation would not be dissimilar from that which for 60 years has administered Lord Nuffield's great benefaction to Oxford for the benefit of our medical school.

Although the foundation would "hold" ownership of the site, and the new building it has funded, the business school would operate within this building in a way no different from that of any other university department.

Peter North,  
vice-chancellor,  
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University Offices,  
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Oxford,  
OX1 2JD,  
UK

## Reliance globally competitive and still an active stock

From Mr M. Panikar.

Sir, Your profile of our company is wide of the mark (India survey: "A colossus falls down," November 15). We never claimed that we were kings, although the role played by our chairman in creating an equity culture in India is well recognised.

Let me clarify our position with regard to the other issues.

● Activity in Reliance Industries shares has not dried up. Average turnover is more than 10m shares per day.

● We did not comment on the analyst poll because it was released a few days before the actual announcement of results. The fact

that our results were better than what the poll had indicated was not a surprise to many of our investors whom we had met during the year.

● Consistent with international practice, the company had made an announcement about the private placement made with India's largest financial institutions two years ago.

● The merger of two downstream units was carried out with the unanimous approval of all shareholders, creditors, high courts and government departments. Valuation of shares was carried out by S.B. Billimoria & Co, the then member of Ernst & Young Interna-

tional. The shares dispute issue has been examined by regulatory agencies and courts in India have ruled that there was no intentional default. It was a systemic failure due to the large volume of transactions being handled manually. The company is now working with both Arthur Andersen and Price Waterhouse to strengthen the system.

● We have, over the years, built globally competitive assets in India and it is our belief that we can compete. Despite a significant fall in peak tariff, our net margins have improved from 5.5 per cent to 16.8 per cent in the past five years.

● The fall in the share price

has to be viewed in the context that the Bombay index has fallen from 4,600 to 2,900 due to macro-political and economic reasons. It is also now well recognised that Reliance, being a liquid stock, was the target of an organised bear cartel attack.

We are committed to achieving earnings growth. We also believe in transparency and we have an active investor relations programme around the world.

M. Panikar,  
managing director,  
Reliance Europe,  
Bashon House,  
140 London Wall,  
London EC2Y 5DN, UK



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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Tuesday December 3 1996

## Implementing peace

The Dayton peace agreement, which came into force a year ago this month, has so far brought peace to Bosnia in a strictly negative sense: the country has been spared any more of the large-scale fighting which devastated so much of it, and uprooted so many of its inhabitants, between 1992 and 1995. But Bosnia remains divided into three territories controlled by mutually hostile leaders.

This is an unstable situation, as Nato implicitly recognised last week when it agreed that the present (for implementation) Force should be replaced by a 31,000-strong Sfor (Stabilisation Force), which can remain in the country until mid-1998. But the change of name should not be taken to mean that the agreement has now been implemented and only needs to be stabilised. For the agreement's detailed provisions describe a very different outcome, in which there would be freedom of movement throughout Bosnia and most Bosnians would return to their original homes, even where that meant living under the rule of a different ethnic group.

Delegates to the international peace implementation conference, which opens in London tomorrow, need to make up their minds how much of that programme they are still committed to, and then make sure that responsibility for carrying it out is clearly apportioned, among people with the authority and resources necessary to fulfil their tasks.

Many will think, though few will officially say, that repatriation was always a pipedream and that coexistence between three ethnically homogeneous

statelets is the only form of peace realistically attainable. Some such calculation was implied by the international community's unseemly willingness to ratify last September's election results, which consolidated the power of nationalist leaders in all three parts of Bosnia amid widespread fraud and intimidation. It was also implicit in the west's failure to insist on the arrest of people indicted by the war crimes tribunal in The Hague.

It is a very risky calculation, because it means leaving the Bosnian Muslims cooped up in a wedge of territory between entities controlled by their bitter enemies but containing many of their homes as well as the remains of their slaughtered relatives. Either those people, whose army is being armed and trained by the US, would sooner or later seek to regain lost territory by force, or their anger would spill over into terrorism, no doubt encouraged by other disaffected Muslim states such as Libya and Iran.

Some will argue Dayton could only be fully implemented under an international protectorate. But that is virtually what Bosnia has been for the past year, and will now remain for at least another 18 months. The vast investment of troops, money and prestige already made can only be justified if used to insist on implementation of the agreement, and to break the power of the warlords who seek to prevent that happening. Even if the full repatriation of displaced people is a utopian idea, freedom of movement, communication and trade between the constituent parts of Bosnia are essential to any lasting peace.

## Failing schools

Nothing, it might be argued, concentrates the mind like the threat of being sued. Newspapers faced with the libel law know all about that, as do doctors and other professionals who risk actions for negligence.

But there remains something profoundly disquieting about the prospect of two pupils now aged 17 suing their former schools for failing to deliver them satisfactory GCSE results. Both schools, according to the youngsters' lawyers, had been labelled as "failing". Ergo, the lawyers argue, their pupils should be compensated.

A dozen years ago, there might have been a case for this. Schools that let down their pupils were dealt with by the local authorities which managed them. A school which did badly by its pupils in a local authority which did badly by its schools could continue for years with little remedy. The odd action for a failure of duty of care might have had a revolutionary effect.

But that is no longer the case. In the 1980s, schools were independently inspected. Those found to be "failing" - and 200 have been so far - are required to produce an action plan. If it proves unacceptable, or if it turns false, an educational hit

squad can be put in. The school is then either reconstituted or closed. Traumatic though this procedure is, the outcome from this new emphasis on standards and quality should in the end be fewer failing schools.

Yet it is the very openness of the new system - public disclosure often accompanied by national exposure - which appears to have provided the basis for the planned litigation. This cannot be in the public interest. Limited public funds should not be diverted from putting schools right rapidly for the majority into contentiously compensating a minority: not least when education - unlike, say, risky surgery - is not a one chance affair.

The other element which appears to have created this action is a recent decision by Royal Sun Alliance to settle for £200,000 rather than fight a case involving school bullying.

If the insurer is not regretting that decision now, it should be and it was good to see the other main schools insurer, Zurich Municipal, state yesterday it would defend the present cases if its schools are involved. Royal Sun Alliance should do the same. If the schools lose, the law may need to be looked at.

## Cost temptation

National Westminster's brief flirtation with the idea of selling stationery to its corporate customers illustrates the temptation of turning a cost into a profit centre.

The process starts when a company discovers how much of its costs lie in the corporate plumbing: fleet management, purchasing, data processing, premises management. Stage one in the cycle is to impose straightforward cost cuts.

Once the obvious cuts are past, entrepreneurialism leads to stage two: finding outside customers. This is the step NatWest pondered: whether to allow its stationary buyers to sell their services elsewhere. Learning that its customers were not thrilled with the idea of competition from their bank, NatWest said no. Often enough, however, companies say yes.

This leads to computer departments that process other people's data, to van fleets that carry other companies' goods, to libraries that perform external contract research, and so on.

Stage two often proves short-lived. The core competence of providing photocopying services to National Westminster can prove difficult to transfer to the global marketplace. Unless the

cost centre over-charges internal customers, it can rarely match the profitability of the company's main business. Yet its notional status as a profit centre allows it to escape the full rigours of the cost squeeze. Internal customers rebel, believing - not always correctly - that they can obtain better service elsewhere.

This leads on to stage three, in which the whole activity is outsourced. The cost centre is floated off as a separate company, or transferred to a larger business that specialises in the field. This, more recent, trend has yet to reach full maturity. It is only partly successful. Gradually, an in-house facility re-establishes itself, to smooth the edges of the contractual relationship. In time, the cycle starts again.

Some lessons: first, a well-managed cost-centre is better than a badly managed one which claims to be a profit centre as well. Second, outsourcing works best if approached as a big strategic shift rather than a response to past failures of cost control. And third - NatWest, this means you - if you suspect your customers might object to you competing with them, they probably will.

# High price of democracy

The new Thai government aims to dispel accusations of corruption with the promise of a new constitution, says Ted Bardacke

Democracy is an expensive business in Thailand. According to the Thai Farmers Bank Research Centre, Thai politicians spent nearly \$1bn (£595m) in the latest election campaign which this week saw General Chavalit Yongchaiyudh sworn in as the country's new prime minister.

But the country does not appear to have got its money's worth. Amid widespread complaints about vote-buying and intimidation, Gen Chavalit's rural-based New Aspiration party scraped home as the largest party with 125 seats in Thailand's 392-seat parliament, just ahead of the Democrats with 123 seats. As a result Gen Chavalit, a soldier turned politician with a history of indecisiveness, presides over an incoherent six-party coalition with uncertain prospects.

Thailand's much-vaunted democracy - it boasts one of the few fully democratic systems in east Asia - has still not produced a government that inspires confidence in its ability to maintain the country's increasingly fragile status as a "tiger" economy.

The previous administration of Mr Banham Silpa-archa, much of which Gen Chavalit has inherited, was widely regarded as both corrupt and incompetent. "I wouldn't give most ministers jobs in my company," says Mr Thaksin Shinawatra, the former deputy prime minister and telecommunications tycoon who decided not to run in the last election. "They are in power to make money to stay in power to make money."

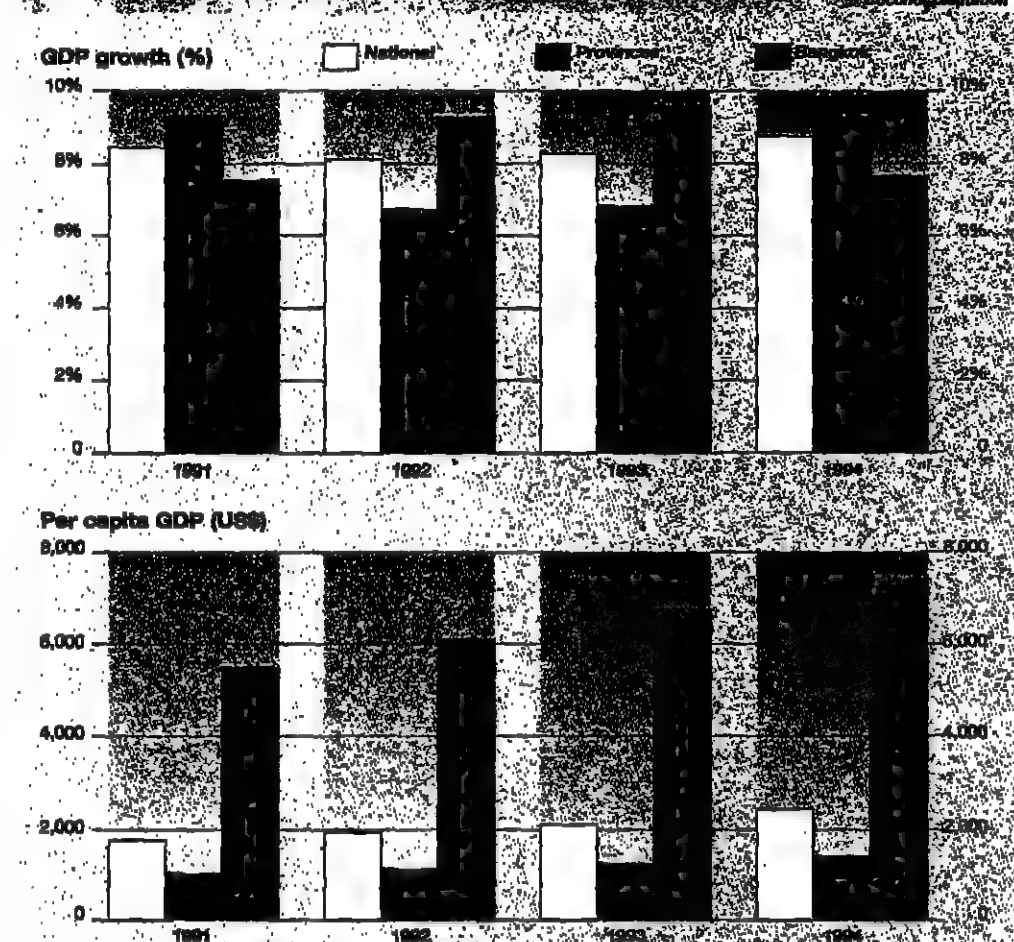
During Mr Banham's 16-month tenure, Thailand had three finance ministers, two central bank governors, two heads of the Securities and Exchange Commission and two stock exchange presidents. He also created several ad-hoc advisory committees which interfered with the normal workings of the central bank, the finance ministry and the commerce ministry.

Now the fear is that his successor's administration will see its main task as retrieving the \$1bn spent on the campaign by milking the government budget and awarding contracts and concessions to political cronies. That raises the question of whether the kind of money-politics that prevail in much of Asia can produce governments capable of tackling serious policy issues.

Although the Democrat party makes a decent stab at representing modern democratic values and aspires to clean government, parties whose purpose is the promotion of a clear policy programme remain rare in Asia. Often their concern is to service extensive business connections. Having shown that it can oust a prime minister and still preserve the fabric of its democratic system, Thailand needs a government with firm policies and the skills to carry them out.

Its problems are not just immediate - \$41bn in short-term foreign debt, a wide current account payments deficit and a shrinking economic growth rate. It also faces the structural challenges of upgrading the skills of its workforce to cope with modern manufacturing, and reducing the large wealth disparities between Bangkok and the countryside.

Gen Chavalit formed his cabinet via a traditional quota system whereby each of the six parties has one ministerial post for



Source: National Economic and Social Development Board

every five MPs it controls. During his campaign he had promised to do away with this system and give Mr Amnuay Viravan, a former banker, free rein over five key economic ministries.

Now Mr Amnuay, the new finance minister, will be isolated and surrounded by ministers chosen by former premier Gen Chavalit Choonhavan, a crucial coalition partner and leader of the Chart Pattana party. Gen Chavalit says he remains firm in his determination to back Mr Amnuay against other ministers if necessary, but he needed to bring in Gen Chavalit so as to avoid presiding over exactly the same coalition of parties which supported Mr Banham, a guaranteed public relations disaster. But Gen Chavalit came at a hefty price: control of several economic ministries, known as "A-grade" portfolios because of the amount of money and contracts under their supervision.

In the late 1980s Gen Chavalit presided over unprecedented levels of economic growth based largely on asset inflation and Japanese investment, until he was ousted in a coup and declared "unusually rich"

by a government investigation. Both Gen Chavalit and Gen Chaitichai owe their political strength to the votes of rural people, who account for about three-quarters of the population and more than 90 per cent of the electorate. Together their parties won only two of the 37 parliamentary seats in Bangkok, where 40 per cent of Thailand's gross domestic product is concentrated.

Of the 5,512 reports of election irregularities filed with Poll-Watch, the election monitoring group, Gen Chavalit's New Aspiration party was the top offender with 1,777 complaints; number two was Gen Chaitichai's Chart Pattana party with 799. More than half of these complaints were for buying votes with cash. Rural people routinely sell their votes, but doing out cash at election time is only part of the trick to getting elected in the provinces. Because Thai administration is highly centralised - even garbage collection in rural villages is controlled from Bangkok by the Interior Ministry - successful rural MPs must also act like local government representatives or patrons. They have to mediate in disputes, paying for

coffins at funerals and securing funds from Bangkok to pave roads and install running water. The incentive for most MPs to develop the national policy expertise that urban voters crave is almost nil.

"The middle class is certainly correct in saying that the champions of local interests may turn out to be villains at the national level," says Mr Anak Lothamas, vice-rector of Thammasat University. "But the rural electorate is not selfish or irresponsible toward the public interest. Candidates who advance the prosperity of their villages are always viewed in a good light. Most money is expended between elections, maintaining established loyalties, not as a one-time bribe."

Perhaps this is why few urban Thais blame rural people for voting in bad governments. There is disappointment in Bangkok at the outcome of the recent election, but little outrage and few signs of unrest.

Gen Chavalit's former position as army commander-in-chief will help keep the military at bay. More important, the frustration over the failings of the Thai dem-

ocratic system that forged a tacit alliance between the armed forces and the urban middle class - and made a string of military coups possible in the 1980s - does not exist today.

Part of the credit should go to the opposition Democrat party. It has lost each of the last two elections by a handful of seats but knows that encouraging public protests could easily provoke a military reaction.

In any case, political tensions have been eased by plans for a new constitution. Before he stepped down, Mr Banham set in motion a process whereby a 99-member constituent assembly will draw up a new constitution within a year.

Hopes are high that some of the proposals - separating the executive branch from the legislature, proportional representation, confirmation hearings for cabinet members, local powers to tax and spend - will result in better national government.

Gen Chavalit has promised to dissolve his government when this constitution is ready and call an election under new rules in about 18 months. "For a country with a history of tearing up constitutions, the process is refreshing," says Mr Ammar Siamwala of the Thailand Development Research Institute, an independent think-tank. "Things are more open and there is far more public debate about substantive issues."

At the end of her recent book *Thailand's Boom! Ms Pasuk Phongpachit, Chulalongkorn University economist, sketches out a few scenarios for the next decade. The most pessimistic has Thailand going the way of Brazil in the 1970s, when a boom ended in fast-rising inflation.*

To avoid this, she recommends heavy government investment in infrastructure and human resource development, fiscal incentives for high-tech export production, and forced savings. Also needed are measures to expand productivity in the agricultural sector and to introduce elected local governments.

Asked if the election outcome meant the Brazilian scenario was now likely, Ms Pasuk says: "No way. That's much too extreme."

By the standards of recent years, however, the outlook is not particularly rosy. Thai economists are starting to predict medium-term annual economic growth in the 5 per cent to 6 per cent range, compared with about 8.5 per cent now. While that would be cheered in a fully industrialised economy, many Thai companies have borrowed and made investments on the assumption of growth of 10 per cent or even more. Thai politicians, accustomed to short-lived coalition governments, have looked for quick returns as well.

Wearing the private sector and the politicians from these expectations would be hard enough in a stable political environment; in the midst of an attempt to reform the democratic process, it will be exceptionally difficult. Economic growth, says Ms Pasuk, "won't be very good, but we have to come to terms with that for two, three, maybe even five years." And, she warns, "the short-termists who represent such a small portion of the whole economy but cause so much agitation, will not like it at all."

## OBSERVER

### Better late than never

Another reminder from Theo Waigel, the German finance minister, that if economic and monetary union happens it will be on German terms. EU finance ministers in Brussels spent most of yesterday waiting for Waigel to arrive. Without him, they knew there was no chance of doing a deal on the German-backed budget stability pact.

Waigel is an infrequent visitor to Brussels, preferring Bonn or his native Bavaria, and letting his hard-nosed deputy, Jürgen Stark, handle the minutiae. This time, however, Waigel had a good excuse for his tardiness - he was attending the funeral in Munich of Hans "Johnny" Klein, the CSU politician who used to be Chancellor Kohl's spokesman.

His late arrival in Brussels may also have improved prospects for a compromise on the stability pact. For in Waigel's absence, Kenneth Clarke, the UK Chancellor, took centre-stage. Aware that a horde of London-based lobby correspondents had trailed him to Brussels, the fast-talking Clarke broke his usual laid-back routine and gave two news conferences, in which he demonstrated a mind-numbing mastery of the Maastricht treaty

- which in the past he claimed never to have read - and clauses relating to the legal status of the euro.

The British backs duly scribbled everything down, but looked to be suffering from a severe case of culture shock. Clarke clearly enjoyed giving an object lesson in how Britain can influence the Euro negotiations - rather than sitting on the sidelines as most Euro-sceptics seem to want.

### House of cards

To build "The House" - as prime minister Torbjørn Jagland's new government grandly describes his aim of revamping Norway's infrastructure - a master builder in the form of Terje Rød-Larsen was first called in as planning minister.

He didn't last long. Last week, after a month as chief concrete mixer, Rød-Larsen resigned amid questions over earlier personal financial dealings. Step forward Bendik Rugaas, now promoted to the same role. Even Norwegians have been asking themselves how Rugaas might be. He was born in Kirkennes, about as far north you can go before reaching the North Pole. He has spent a distinguished career in libraries, ending up as Norway's national librarian. He has no known

political background, but did join the governing Labour Party on Wednesday last week - two days before he was appointed.

And that's about it. Of course his promoters have been rallying round to emphasise his intellectual qualities, as well as his interest in information technology, both of which should fit him for overseeing long-term national planning.

But the omens are not wonderful. Rugaas has already been spotted on Norwegian TV, using coloured crayons to draw a more liberal version of the very same House. It looked stinky.

### High-class fridges

At the same time as Alexander Lukashenko, president of Belarus, was coming under fire at the Organisation of Security and Co-operation in Europe summit meeting in Lisbon yesterday for allegedly undermining democracy, a stirring hymn to his country was being circulated in the press centre.

Journalists were told not only that Belarus annually manufactures more tractors - 100,000 - than any other European country, but also that the country's "cinematography is marked for its traditional humanness and deep thought". While the republic's factories are

busily churning out six pairs of shoes a year, poets are writing "masterpieces that few match for sweetness, depth and magic". Belarussians also annually produce 800,000 "high-class refrigerators". But there are deeper questions: "Sometimes you may wonder: Is there more Slav heartiness and meditation than European rationale and tradition in them?" We'll pass on that.

### The pipe of peace

Footballing Italy was in jeopardy yesterday over news of the sacking of AC Milan's coach, Oscar Robbi, on Sunday night, and his replacement by Arrigo Sacchi, who is resigning as national team coach.

This might restore the fortunes of former premier Silvio Berlusconi's team, which last year was the top division champion but is currently languishing in ninth place. But it certainly didn't suppress the Vatican's daily newspaper, *L'Osservatore Romano*. In last night's issue it singled out the club's takeover for giving the club too much space, calling it an "optum" that was distracting people from serious political issues.

As Karl Marx might have said, footballers have only interpreted the world in various ways; the point, however, is to change it.

## Financial Times

### 100 years ago

Report From The Reichstag: The German Finance Minister had a very favourable report to make yesterday on the state of the empire, and stated that the Budget for the year 1896-97 would probably show a surplus of 24,700,000 marks, of which, however, about nine millions would be absorbed by the supplementary estimates. Good as the Minister's showing is, the Debate in the Chamber has opened rather stormily, one of the Deputies protesting strongly against the policy of naval expansion adopted by the Government. We are likely to hear more of this before the debate is concluded, and it is not unlikely that the whole subject of colonial expansion will come up for discussion.

### 50 years ago

Anglo-Italian Trade Talks: Signor Marzio of the Italian Ministry of Foreign Affairs will lead the trade delegation which is leaving Rome for London on 8th December to begin trade discussions with the Board of Trade. Conversations are expected to deal with the possibility of increasing Italy's exports to Great Britain of fish and dried fruit and vegetables, wine etc.



**LEGAL DEFINITIONS**  
 default n. 1 something that is used, foll. by  
 default 2 (default) abbr. double fault in tennis  
 3 failure to do something which is required by  
 law. see HOWE & MANN: 2349 (p. 0171-248 42821)  
**Rowe & Mann**  
 LAWYERS FOR BUSINESS

# FINANCIAL TIMES

Tuesday December 3 1996

**FERGUSON ENTERPRISES**  
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**WOISELEY**

Wall Street retreats at strong growth figures

## Surge in US building and manufacturing

By Gerard Baker  
 in Washington

The US economy continues to grow robustly with overall manufacturing business conditions improving last month and a surge in construction spending in October, according to reports published yesterday.

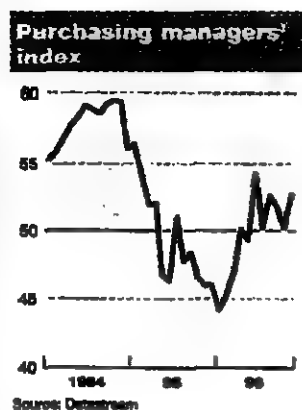
The figures appeared to unsettle financial markets, as investors interpreted them as evidence that the current stable pace of economic expansion may be accelerating.

The Dow Jones Industrial Average lost more than 38 points in morning trading, falling to 6,482, and bond prices also fell.

But while both reports indicated faster growth than forecast by most economists, there was little evidence of increasing inflationary pressures that might choke off the expansion.

The monthly survey of economic conditions by the National Association of Purchasing Managers (NAPM) suggested manufacturing growth accelerated in November.

The survey's principal indicator of business conditions rose to 52.7 from 50.3 in October, the seventh time in



the last eight months in which the index has been above the break-even figure of 50.

The improvement was mainly the result of strong growth in new orders last month accompanied by continuing robust industrial production. Manufacturers reported an increase in output for the eighth consecutive month.

The association's production index stood at 58.6 per cent in November, up from 56.6 per cent in October, and the highest figure since January 1995.

But there were still no obvious signs of rising prices.

The survey's prices index

fell for the second month in succession. The index dropped to 45.8 against 47.1 in October, suggesting a slight acceleration in the rate of price decreases last month.

New export orders remained strong in spite of the dollar's strength and sluggish growth in overseas markets.

Mr Ralph Kauffman, chairman of the NAPM's business survey committee, said the overall picture was one of continuing growth in manufacturing activity. He said purchasing managers were "somewhat more bullish" last month than in October.

The sharp increase in construction spending in October came largely from a big increase in government building contracts, the report from the Commerce Department said.

Overall construction expenditure rose by 1.8 per cent from a month earlier, the third consecutive increase and the largest for seven months.

The increase in public construction spending of 4.3 per cent far outstripped private sector expenditure growth of just 0.9 per cent.

## Poland to sell bank stakes worth \$1.5bn

By Christopher Sobczak  
 in Warsaw

The Polish government is planning to sell bank stakes worth a total of more than \$1.5bn next year, according to Mr Ryszard Pazura, deputy finance minister.

Mr Pazura also set out a new strategy for the privatisation in the first half of 1997 of Bank Handlowy, one of the country's largest and most reputable financial institutions.

He said a 30 per cent stake would be placed with a strategic investor and up to 30 per cent sold on the Warsaw Stock Exchange. Another 30 per cent would be handed to pension funds to be set up under the country's pension reforms.

The government also intends to sell shares in Warsaw's Powszechny Bank Kredytowy (PBK), and its residual holding in Bank Gdanski, privatised a year ago.

HSBC Investment Services which yesterday signed a contract to advise the government on the sale of PBK, puts its value at around 1.5bn zlotys (\$17bn). Up to 60 per cent of the bank's equity is to be offered to a strategic investor while a further 15 per cent is to be floated in Warsaw later next year.

Meanwhile, National Bank of Poland, the central bank, is planning to conclude the sale of its wholly-owned Polish Investment Bank (PIB), as well as Prosper Bank and Lublin-based First Commercial Bank, in the first half of next year.

The government is proceeding with these sales in spite of the likelihood of strong opposition in the run-up to parliamentary elections next autumn.

The right wing, nationalist opposition, led by the Solidarity trade union is expected to attack the former communist-led government's privatisation policies for favouring foreign investors and its own supporters to the detriment of the population at large.

Mr Krzysztof Kalicki, another deputy finance minister, said yesterday that the government would not allow politics to interfere with its disposal programme and that both foreign and domestic institutions would be bidding on an equal footing for the bank stock on offer.

Citibank and Chase Manhattan of the US as well as Bank of Tokyo have shown an interest in purchasing a strategic stake in PBK. They are expected to mount a challenge to a domestic group of investors led by the Kredyt Bank and the Polish Development Bank. Schroders, the UK investment bank, is advising Bank Handlowy.

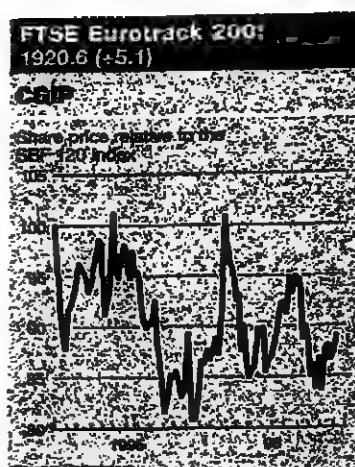
## THE LEX COLUMN

### North Sea saga

Even by the standards of recent North Sea deals, the \$1.2bn Saga Petroleum is paying to acquire Santa Fe from the Kuwait Petroleum Company looks frothy. By comparison with what relatively bullish analysts reckon Santa Fe is worth - \$700m-\$800m - Saga is paying a premium of the order of 50 per cent. Even assuming part of the gap can be explained away through over-caution on analysts' part, Saga is surely overpaying.

This would be more justifiable if the acquisition gave Saga an opportunity to add much value. To be fair, there should be some cross-fertilisation of expertise. But this hardly looks enough to justify a \$400m premium. In the bulk of Santa Fe's business, the opportunity to add value is nil because Santa Fe does not even operate its own platforms. Saga's decision to buy looks a classic case of a company keen to find any use for its cashflow other than handing it to its shareholders.

Nonetheless, confirmation of the deal will doubtless give a healthy further boost to the share prices of Lasmo and Enterprise Oil. Just as important as Saga's price being unusually high is the fact that Santa Fe was also courted by several high-paying runners-up. Still, gambling on overpaying bidders is a risky game. If the UK explores' shares - which have risen sharply in the past year - do spike up on the news, it will be a good opportunity to take profits.



is discernible in the 80 per cent rise in local share prices this year. This will drive trade flows within the region and investment in Hong Kong and Taiwan. A cyclical recovery in Japan will help, particularly in the more export-oriented economies such as Malaysia, where exports make up 85 per cent of gross domestic product. Furthermore, recovering US semiconductor demand will boost the struggling Singaporean and South Korean economies. When US interest rates rise, that could temper investor enthusiasm. But the strength of the recovery in China should ensure a prosperous new year for the markets most closely linked to it.

ing aggressively into telecommunications and has just seen a change at the top - shows that investors are willing to back a conglomerate with a good story to tell.

But there are snags. First, too often holding companies fail to control their associates, in which they frequently have only minority stakes. Second, political connections can be a two-edged sword, making conglomerates susceptible to wheezes that please government - witness CGIP's acquisition of 27 per cent of Valeo. All this suggests that investors should not worry about diversification per se, but whether top management cares about shareholders' interests.

### UK mortgages

After a long period of playing second fiddle to borrowers, savers should finally be coming into their own. House prices are rising at around 8 per cent a year, and net mortgage lending is growing so rapidly that demand for funds could soon outstrip supply.

This is a far cry from most of the 1990s when lenders were virtually bribing new customers to borrow and financing their efforts through water-thin deposit rates. But judging by yesterday's announcement from Abbey National, savers will have to be patient a little while longer. Abbey will be charging borrowers 25 basis points more, while savers are being offered an average improvement of only 15 basis points.

Still, the trend should eventually move in savers' favour. Lenders will need to spend more time attracting fresh deposits and less time chasing new mortgage business. This will require more competitive deposit rates than the 4.4 per cent gross rate currently offered by building societies. But lenders should be able to sustain margins since the increased cost of funds will probably be offset by cuts in the fat discounts given to first-time buyers.

The full force of this shift is currently obscured by the stasis before the pending conversion to plc status by four large building societies. Once this is removed next year, movement of funds, currently curtailed because savers do not want to lose free shares, will be more fluid. Then the battle for the retail pound will be joined in earnest.

Additional Lex comment on  
 Racial, Page 25

## US and Japan sign accord over Okinawa troop bases

By William Dawkins in Tokyo

The US and Japan yesterday agreed details of a far-reaching plan to salvage local opposition to US military bases on the Japanese island of Okinawa, the biggest US security presence in east Asia.

The accord stipulates that one-fifth of the land occupied by the US military in Okinawa will be returned to local landowners within 12 years.

It envisages moving a marine helicopter base to a 1,600-metre offshore airfield to be built off the coast of the island at an estimated cost of \$2bn, which will be borne by the Japanese government. However, the 28,000 marines will stay on the island.

The deal is the fruit of more than a year's sensitive negotiations between the US and Japanese governments and con-

sultations with Okinawa's local government.

Yet it received a mixed reception in Okinawa, where some local politicians argued that it ignored local people.

Mr William Perry, the US defence secretary, said: "This agreement very significantly reduces the burden on the Okinawan people while at the same time preserves the vital security mission which our forces are there to perform."

Mr Perry and Mr Walter Mondale, the US ambassador to Japan, signed the accord in Tokyo with Mr Yukihiko Ikeda, the foreign minister, and Mr Fumio Kyuma, the director-general of the defence agency.

Okinawans' sensitivity to their island being used as a military outpost for the mainland dates back to 1945, when more than 100,000 islanders, a

third of the total, died in the worst land battle on Japanese territory. US troops have never left the island since.

Both governments believe American troops are still needed to project US force into south-east Asia and thereby underpin security in a region riddled with territorial disputes, overshadowed by the military power of China and worried by an unpredictable North Korea.

Okinawan residents' have long argued they have borne an unfairly large share of the US military presence in Japan since the end of the second world war.

Their demands intensified when a local schoolgirl was raped by three US servicemen last year, an incident that triggered the biggest anti-US military demonstrations seen in Japan since the 1960s.

## Saga wins bid for North Sea oil company

Continued from Page 1

in new areas now being opened to exploration west of the Shetland Islands and off the west coast of Ireland.

Saga's purchase of Santa Fe will boost its oil production from 50,000 barrels a day to

190,000. Santa Fe has stakes in six producing oil fields, including Miller, Alba and Gryphon. It also has a 9 per cent interest in Britannia, the largest gas field being developed in the UK.

Santa Fe's exploration portfolio includes interests in 46

blocks in UK waters and 20 blocks on the Irish continental shelf. It is the second Norwegian company to make a UK North Sea acquisition, driven in large part by the desire to build up a presence in new deep water exploration areas along the Atlantic margin.

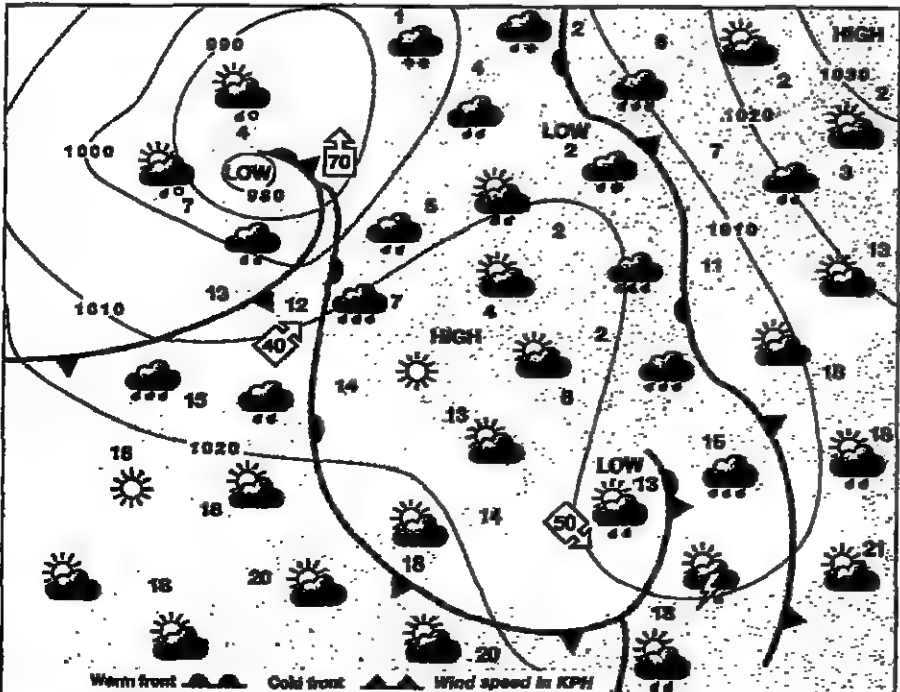
## FT WEATHER GUIDE

### Europe today

An active low pressure system will cause very unsettled conditions with strong winds and rain over the Benelux and northern France. In its wake, cloud and showers will be interspersed with a few breaks, especially in southern England. High pressure will promote settled conditions with plenty of sun on the Iberian peninsula and in southern France and Italy. A ridge of high pressure will promote dry conditions with sunny spells over the northern Balkans and the eastern Alps. A low in the Aegean Sea will bring torrential rain to western Turkey.

### Five-day forecast

Low pressure systems will cross the Iberian peninsula, resulting in unsettled conditions. The heaviest rain will be along the Cote d'Azur and in northern Spain. Low pressure in Turkey will gradually dissipate and will be followed by drier conditions in south-east Europe. More settled conditions will develop over central Europe owing to high pressure.



### TODAY'S TEMPERATURES

Maximum	Beijing	sun 8	Caracas	sun 30	Faro	sun 19	Moscow	sun 13	Rangoon	rain 32
Abu Dhabi	25	25	25	25	25	25	25	25	25	25
Akron	25	25	25	25	25	25	25	25	25	25
Algeria	25	25	25	25	25	25	25	25	25	25
Amsterdam	25	25	25	25	25	25	25	25	25	25
Ankara	25	25	25	25	25	25	25	25	25	25
Atlanta	25	25	25	25	25	25	25	25	25	25
B. Aires	25	25	25	25	25	25	25	25	25	25
Bombay	25	25	25	25	25	25	25	25	25	25
Buenos Aires	25	25	25	25	25	25	25	25	25	25
Bangkok	25	25	25	25	25	25	25	25	25	25
Barcelona	25	25	25	25	25	25	25	25	25	25
Cairo	25	25	25	25	25	25	25	25	25	25
Calcutta	25	25	25	25	25	25	25	25	25	25
Chennai	25	25	25	25	25	25	25	25	25	25
Colombo	25	25	25	25	25	25	25	25	25	25
Dakar	25	25	25	25	25	25	25	25	25	25
Dhaka	25	25	25	25	25	25	25	25	25	25
Dubai	25	25	25	25	25	25	25	25	25	25
Dublin	25	25	25	25	25	25	25	25	25	25
Edinburgh	25	25	25	25	25	25	25	25	25	25
Hankow	25	25	25	25	25	25	25	25	25	25
Hong Kong	25	25	25	25	25	25	25	25	25	25
Houston	25	25	25	25	25	25	25	25	25	25
Indraprastha	25	25	25	25	25	25	25	25	25	25
Jakarta	25	25	25	25	25	25	25	25	25	25
Karachi	25	25	25	25	25	25	25	25	25	25
Kuala Lumpur	25	25	25	25	25	25	25	25	25	25
London	25	25	25	25	25	25	25	25	25	25
Los Angeles	25	25	25	25	25	25	25	25	25	25
Luxembourg	25	25	25	25	25	25	25	25	25	25
Madrid	25	25	25	25	25	25	25	25	25	25
Manchester	25	25	25	25	25	25	25	25	25	25
Mexico City	25	25	25	25	25	25	25	25	25	25
Moscow	25	25	25	25	25	25	25	25	25	25
Mumbai	25	25	25	25	25	25	25	25	25	25
Nairobi	25	25	25	25	25	25	25	25	25	25
New Delhi	25	25	25	25	25	25	25	25	25	25
New York	25	25	25	25	25	25	25	25	25	25
Osaka	25	25	25	25	25	25	25	25	25	25
Paris	25	25	25	25	25	25	25	25	25	25
Perth	25	25	25	25	25	25	25	25	25	25
Prague	25	25	25	25	25	25	25	25	25	25
Rangoon	25	25	25	25	25	25	25	25	25	25
Riyadh	25	25	25	25	25	25	25	25	25	25
Rome	25	25	25	25	25	25	25	25	25	25
S. Francisco	25	25	25	25	25	25	25	25	25	25
Seoul	25	25	25	25	25	25	25	25	25	25
Singapore	25	25	25	25	25	25	25	25	25	25
Stockholm	25	25	25	25	25	25	25	25	25	25
Sydney	25	25	25	25	25	25	25	25	25	25
Taipei	25	25	25	25	25	25	25	25	25	25
Tokyo	25	25	25	25	25	25	25	25	25	25
Toronto	25	25	25	25	25	25	25	25	25	25
Winnipeg	25	25	25	25	25	25	25	25	25	25
Zurich	25	25	25	25	25	25	25	25	25	25

We wish you a pleasant flight.

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 Acquisition  
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## COMPANIES AND FINANCE: EUROPE

## Santander fails to back second telecoms group

By Tom Burns in Madrid

Banco Santander yesterday dealt a psychological blow to the start-up of Spain's second telephone operator. Spain's biggest banking group had been widely expected to back the second fixed-line company, but yesterday it revealed it had acquired shares in Telefonica, the existing telecoms group.

The Madrid government is anxious to have domestic

capital behind the second operator, which will begin to provide a rival telephone service to Telefonica next year. It had planned to have Santander, together with Banco Central Hispano (BCH), as the main financial partners of Retevisión, the state-owned TV signals transmitter.

The investment switch by Santander means that British Telecommunications, the bank's partner in Spain in a data transmission business,

is unlikely to be part of a consortium to bid for Retevisión when the state sells its stake in the company. That disposal is scheduled for after the privatisation of Telefonica.

Endesa, the state-controlled electricity generator, is expected to join BCH in a consortium to bid for Retevisión. Analysts expect the front-running technological partner to be Global One, the alliance of France Télécom, Deutsche Telekom and

Sprint, the US operator.

Retevisión's assets are worth Ptas64bn (\$494m), a sum which pales against Telefonica's current market value of Ptas2,600bn. The government, advised by Lehman Brothers, plans to invite bids for between 60 per cent and 80 per cent of the company in March next year. In 1996, the government intends to liberalise the telecoms sector to comply with the EU's open market directives.

Santander denied market

rumours that it had invested about Ptas60bn in Telefonica through market purchases over the past two months. Such an investment would have bought Santander some 3 per cent of the telecoms group at present market prices, and placed it alongside rival domestic banks Bilbao Vizcaya, Argentaria and La Caixa, the Barcelona-based savings bank, as a core shareholder in the dominant telecoms group.

"We have been buying

Telefonica's shares modestly and we have no interest in being a core investor because that is not a concept we like," Santander said.

The policy of taking only a trading position when buying equity, and of shying away from stable investments in industrial assets lies behind Santander's decision to walk away from backing the second telecoms operator. The bank said it had "gone somewhat cold" on Retevisión.

## EUROPEAN NEWS DIGEST

## Telekom greenshoe exercised in full

The size of the Deutsche Telekom share issue, Germany's biggest, was increased yesterday as the over-allotment facility to meet extra demand and smooth out price fluctuations was exercised in full. The three global co-ordinators - Deutsche Bank, Dresdner Bank and Goldman Sachs - allocated a further 90m shares, bringing the total sold to 690m. Including 23m shares taken up by employees, the issue has raised DM20bn (\$13bn).

The initial share price was fixed at DM23.60 two weeks ago. Yesterday, the shares closed at DM23.16, down 27 pfennigs. Banking sources said the decision to exercise the greenshoe well before the end-year expiry date showed demand was still buoyant. The 90m shares will go to institutions.

## RWE eyes E-Plus stake

RWE, the German energy and telecommunications group, is willing to pay between DM2.5bn and DM3bn (\$1.63bn-\$1.95bn) for Thyssen's 30 per cent stake in E-Plus, Germany's third-largest mobile telecommunications network. Sources close to RWE said yesterday the two companies had started top-level talks, and no announcement was to be expected for some time.

However, Thyssen yesterday said: "We have no offer and we are not selling," and industry analysts are sceptical about RWE's chances of clinching Thyssen's stake.

Wolfgang Mäntsch, Frankfurt

## ABB, Volvo in joint venture

ABB, the Swiss-Swedish industrial group, has signed a preliminary agreement to form a joint venture company with Volvo, the Swedish carmaker, to supply automation equipment for automotive body assembly shops and press lines. The new company would include Volvo businesses for assembly-line engineering, press automation and lightweight welding guns. It would also include Volvo unit Olofstrom Automation's operations in Toronto, Detroit, and São Paulo.

APF News, Zurich

## R-P plans Aids vaccine test

Pasteur Mérieux Connaught, the vaccines arm of France's Rhône-Poulenc, the French chemicals conglomerate, expects to move into Phase III efficacy trials for a vaccine against Aids before the end of the century. The company, which is devoting 20 per cent of its research budget to Aids, said it aimed to produce several candidate vaccines to be tested in trials starting in 1998. It said its strategy was based on the combined use of a number of immunogens. Professor Ayl Lindberg, vice-president of research, said people would "most probably" need to take several doses of the eventual vaccine.

David Owen, Paris

## Koor agrochemicals purchase

Makhteshim and Agan, the world's leading producer of generic agrochemicals and part of Koor, Israel's industrial holding group, yesterday paid \$19.8m for a 88 per cent stake in Defenper Participacoes, manufacturer of crop protection chemicals. The acquisition was part of Koor's strategy of tapping into expanding markets in Latin America.

Judy Dempsey, Jerusalem

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com.

## Former ISL executives set up rival company

By Jimmy Burns

Three former senior executives of the Lucerne-based ISL, one of the world's leading sports marketing groups, have set up a new company in direct competition with their former employers.

The company, Prisma Sports and Media, will have headquarters in Zug, Switzerland, and offices in London. It has been formed by Mr Peter Sprogis, Mr Stephen Dixon, and Mr Tom Hipkins, who were key figures earlier this year in ISL's successful \$Fr2.8bn (\$2.15bn) bid with the German media group Kirch for television rights outside the US to the 2002 and 2006 World Cup.

The new company has yet to announce details of its plans and structure. However, Mr Sprogis, the new

company's managing director responsible for TV rights, indicated his determination to play an aggressive role in the increasingly competitive sports-business environment.

"Although we have no alliances with any major broadcaster at the moment, we hope to form many as our company evolves. Anyone who is big in sport broadcasting is a potential partner," said Mr Sprogis.

He denied speculation that Prisma was already involved in separate negotiations with Kirch and Mr Rupert Murdoch's News Corporation. But he said his company would aim to win TV-led broadcasting and marketing packages similar to those he had helped secure with FIFA, world football's governing body responsible for the staging of the World Cup.

"There are only two things that drive major broadcasters these days - football and movies. Sponsor-driven deals in sport belong to the past," Mr Sprogis said.

The three former executives formally confirmed their resignation last Thursday, citing "major philosophical differences" with ISL's board of management and the company's business direction.

The resignations followed a period of internal management crisis caused by the loss at the beginning of the year of ISL's lucrative account with the International Olympic Committee. The loss was blamed by some senior executives on the business strategy pursued by the ISL management board.

The dispute deepened this summer, when the compa-



Major player: Prisma hopes to form alliances with leading sports broadcasters

ny's board confirmed the appointment of Mr Glen Kirtom, head organiser of the Euro 96 football championship, as vice-president responsible for ISL's football department.

Some senior executives complained that Mr Kirtom's appointment formed part of a new corporate and management structure which

had involved inadequate consultation. Mr Kirtom was due to take up his new appointment yesterday and will be in charge of ISL's marketing contract for the World Cup in France in 1998.

Mr Keith Cooper, a spokesman for FIFA, ISL's main client, said at the weekend that Prisma had to prove it was a "realistic alterna-

tive" for future contracts.

"Fifa's existing contract is with ISL, not with the individuals who negotiated it and who have now left the company," Mr Cooper said.

ISL last week said it had created a new corporate and management structure to "optimally manage its growing TV, media, and marketing rights business".

## Disposals and weak rand bolster Rembrandt results

By Mark Ashurst in Johannesburg

The weaker rand helped Rembrandt, the South African tobacco, mining and industrial group, to a sharp improvement at the halfway stage.

Income from tobacco interests was 37 per cent higher for the six months to September 30, at R492m (\$106.8m), following the exchange of South African tobacco interests for a one-third stake in Luxembourg-based Rothmans Interna-

tional Holdings last year.

Earnings per share rose 50 per cent from 128 cents to 193 cents, buoyed by an exceptional R125m gain on the disposal of financial investments and the sale of hardwood timber interests by subsidiary HL&H. Earnings for the previous period, when restated on a comparable basis, were 176 cents a share before exceptional items. The interim dividend rose from 24.5 cents to 39 cents.

Analysts said the results were at

the upper end of expectations. The shares closed virtually unchanged at R41.30, a discount of about 16 per cent to the group's net asset value. Mr Roy Wium, analyst at BoE NatWest in Johannesburg, said the discount, which had narrowed from 24 per cent a month ago, was commendable.

Rembrandt is 51 per cent-owned by an investment company controlled by its founder, the Rupert family. The improvement reflected the benefits of restructuring the

tobacco interests, which would favour Rembrandt over its international arm, Richmond, in the short term.

Sales of South African tobacco products made up about 26 per cent of turnover at Rothmans International Holdings, but contributed a third of Rembrandt's rand-denominated earnings. This imbalance was likely to remain until the rand stabilised, said Mr Wium.

The average value of the rand

against sterling was R6.84 during the six months. It had fallen to R7.10 by the end of the period, and is currently trading at about R7.66.

Turnover, which was not comparable, fell from R4.6bn to R3.5bn. Tobacco interests contributed 54 per cent of net income, while a strong performance at Gencor lifted income from mining interests from R133m to R177m, or 19 per cent of the total. Industrial interests contributed R50m, or 5.5 per cent, from 7 per cent previously.

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November 1996

**T-Mobil**  
(DeTeMobil Deutsche Telekom MobilNet GmbH)

a wholly-owned subsidiary of

**Deutsche Telekom AG**

has acquired an indirect strategic equity interest in

**American PCS, L.P.**

operator of a wireless personal communications system in the Washington D.C. / Baltimore area.

Salomon Brothers acted as financial advisor to T-Mobil and assisted in the negotiations.

**Salomon Brothers**

This announcement appears as a matter of record only.

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December 1996



# Fresenius finds prescription for long-term health

German medical products group's US acquisition this year has made it world leader in kidney dialysis services

Gerard Krick is sitting on two of the hottest jobs in European industry. First, he is chairman of Fresenius, the German health products business that in the past five years has been one of the continent's fastest expanding companies.

Second, he heads up Fresenius subsidiary Fresenius Medical Care, the world's largest supplier of kidney dialysis services. His job is to knit the operations on both sides of the Atlantic to form a vertically integrated group providing dialysis equipment and services.

Fresenius's growth has been phenomenal. Since 1992, net income has more than trebled, while its share price has increased from around DM35 to DM205 yesterday - outperforming the DAX stock market index by 320 per cent.

Earlier this year, it took a giant leap when it paid \$2.3bn for a majority stake in National Medical Care, a US kidney dialysis company formerly owned by W.R. Grace, the US specialist chemicals group.

Together with Fresenius's existing dialysis operations, the acquisition makes Fresenius Medical Care the international leader in this field with some 600 treatment centres taking care of more than 50,000 patients. Fresenius's other operations include pharmaceuticals, intensive care and hospital projects.

From the beginning of October, Fresenius Medical Care has operated as a stand-alone business, with the parent company owning 50.3 per cent and the rest of the shares traded on the New York and Frankfurt stock exchanges.

Fresenius's earnings record - its net income rose from DM34.1m in 1992 to DM91.2m (\$69.3m) in 1995 - has given it a queue of admirers.

"From what they've done over the past five years, and where we expect them to be in five years' time, Fresenius is one of the most promising growth stocks in Europe," says Mr Alex Magana, a German specialist at the London office of Robert Fleming, the UK merchant bank.

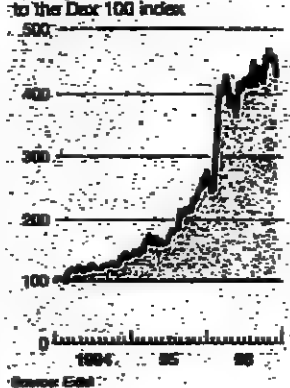
One of the reasons it may prove able to sustain such growth is its internationalisation.

Consolidated annual sales of Fresenius - including the new acquisition - came to DM5.1bn last year on a pro forma basis. Of this total, just 17 per cent came from Germany, with nearly two-thirds of the revenues from the US - mostly from the dialysis operations from the W.R. Grace purchase. Prior to the US acquisition, Fresenius's annual sales stood at DM2.2bn, a figure which had shown steady growth since the DM1.2bn registered in 1991.

Mr Krick, a mechanical engineer who has worked for Fresenius since 1976 and who has been chairman

## Dashing for growth

Share price relative to the DAX 100 index



since 1992, plans to keep expanding by developing the kidney dialysis operations. These account for roughly four-fifths of Fresenius's total revenues.

His target for this business is to expand sales by 15 per cent a year in the near term, both through opening new treatment centres, particularly in Europe and east Asia, and "maximising the efficiency" of existing ones.

That market is growing fast: the number of people worldwide who receive kidney dialysis treatment - now put at 700,000 - is growing by about 9 per cent a year. This is attributed to a mixture of better diagnostic methods and the tendency for people with kidney disorders to live longer because of improved healthcare standards, partic-

ularly in the developing world.

Publicly-run dialysis centres - which treat people with renal disorders up to three times a week to clear waste matter from their bodies that would normally be done by the kidneys - will, Mr Krick thinks, gradually give way to private operations such as the ones offered by his company.

"This is what we have seen in the US, and I think it is safe to assume the same trend will be apparent elsewhere," he says.

Of Fresenius Medical Care's revenues, roughly 40 per cent comes from sales of products such as special pharmaceuticals and disposable dialysis devices (or "filters") and other accessories that are an essential part of the dialysis treatment. The rest is from

the "service" aspects of the operations.

Mr Krick reckons the company is in a good position to achieve good profits growth through integrating the product side of the business - which includes the development of new or improved dialysis machinery - with the service side.

"This integrated approach means we can take all the margins between the 'product' and the 'provider' ends of the business, which will make us unbeatable," says Mr Krick.

The second big part of Mr Krick's strategy is to continue with the Fresenius culture - which applies to other parts of the business as well as dialysis care - based around "leveraging" German technology into the company's international operations and

keeping individual business units small and tightly managed.

On the first point, of the company's total 35,000 employees, only 4,100 are in Germany where they are mainly involved with technical, research and marketing jobs. Most of the service and production functions devolved to the company's treatment centres and its 33 worldwide plants, which are spread across the globe.

"Ninety per cent of the developments [for future business applications] will come from Germany. This will continue to be the technical centre for the group," says Mr Krick.

Because of Germany's high wage costs, it will be increasingly uneconomic for Germany to focus on production, while concentrating on technology "is the

one way to keep business in Germany alive", Mr Krick says.

A key part of Fresenius's growth record has been "small company" approach, says Mr Krick.

"In the old Fresenius [prior to the National Medical Care acquisition] we split the company into 17 business units with between 100 and 500 people in each one. In the enlarged group we will be keeping the same philosophy."

Part of this strategy rests on a creed which Mr Krick calls "nothing is free". The different business units all buy and sell from each other goods and services according to carefully worked-out contracts.

For instance, the company's 10-strong legal department, based at the Fresenius headquarters near Frankfurt, only works for specific divisions on legal matters if it is approached with a definite proposal setting out how much the division is going to pay. The same goes for the electronic data processing department.

Mr Krick thinks this way of working keeps staff on their toes and more focused on their jobs within the company.

"To do things this way you are all the time thinking about the costs and whether what you are doing is necessary," he says.

Peter Marsh

## Discussions on French bank stake suspended

By Andrew Jack in Paris

Discussions over the sale of control by the Paribas group of Crédit du Nord, the retail banking network, have been suspended, it emerged yesterday.

Banques Populaires, the mutualist French banking network, had been holding talks over recent months to buy Crédit du Nord from Paribas, the financial group. Paribas also controls Banque Paribas, the merchant bank, Compagnie Bancaire, the specialist bank, and Paribas Affaires Industrielles, a portfolio of investments.

The talks were expected to lead to the sale of a 51 per cent stake in Crédit du Nord, with Banques Populaires recapitalising the bank and maintaining the option of increasing its holding over the next few years.

However, the talks are believed to have stalled in the past few days, at least in part over the question of the price Banques Populaires was willing to pay.

Paribas yesterday "denied categorically" reports that it had signed an agreement in principle to sell Crédit du Nord.

In November last year, Paribas replaced Mr Bernard Auberger as chairman of Crédit du Nord, creating instead a two-tier board structure.

## Steady profits growth lifts Degussa shares

By Wolfgang Münchauer in Frankfurt

Degussa, the German chemical and metals group, yesterday surprised the market with an upbeat earnings statement and forecasts of a substantial increase in sales in its European business.

Degussa's shares yesterday rose by 3.9 per cent to close at DM683 in Frankfurt. For the year to end-September, Degussa recorded a 2 per cent increase in pre-tax profits from DM404m to DM413m (\$288m). Earnings per share rose DM1 to DM38, an increase of 3 per cent.

The company achieved sales of DM13.8bn, down 1 per cent from the previous financial year. The sales were affected by a weak first-quarter performance.

Degussa said it recorded

markedly different regional performances, with strong growth in North and South America, weak growth in Europe and falling sales in Germany. The pattern is typical for the industry in a year in Germany was hit by a recession.

Like other German chemical and pharmaceutical groups, Degussa is now predicting an upturn in domestic and European business. The company said yesterday: "The new financial year has got off to a good start. Sales have increased and earnings have improved. We reckon the noticeable upturn of recent months, particularly in Europe, will continue."

Yesterday's rise in the share price underlines an improvement in market perceptions of Degussa shares after the appointment of Mr

Uwe-Ernst Bufe as chairman in March this year.

Mr Bufe has forged a new strategy based around three business divisions - chemicals, healthcare and precious metals/banking - and 11 operating divisions.

Mr Patrick Shields, analyst at UBS in London, said: "The market currently has an appetite for stories of focused restructurings. It was immediately clear when the new management came in it spoke a different language than the previous incumbents."

The company aims to achieve an even balance between the three business segments, which entails an expansion of the pharmaceuticals side. It said yesterday the \$350m acquisition of Muro Pharmaceutical, based near Boston, would be completed in January.

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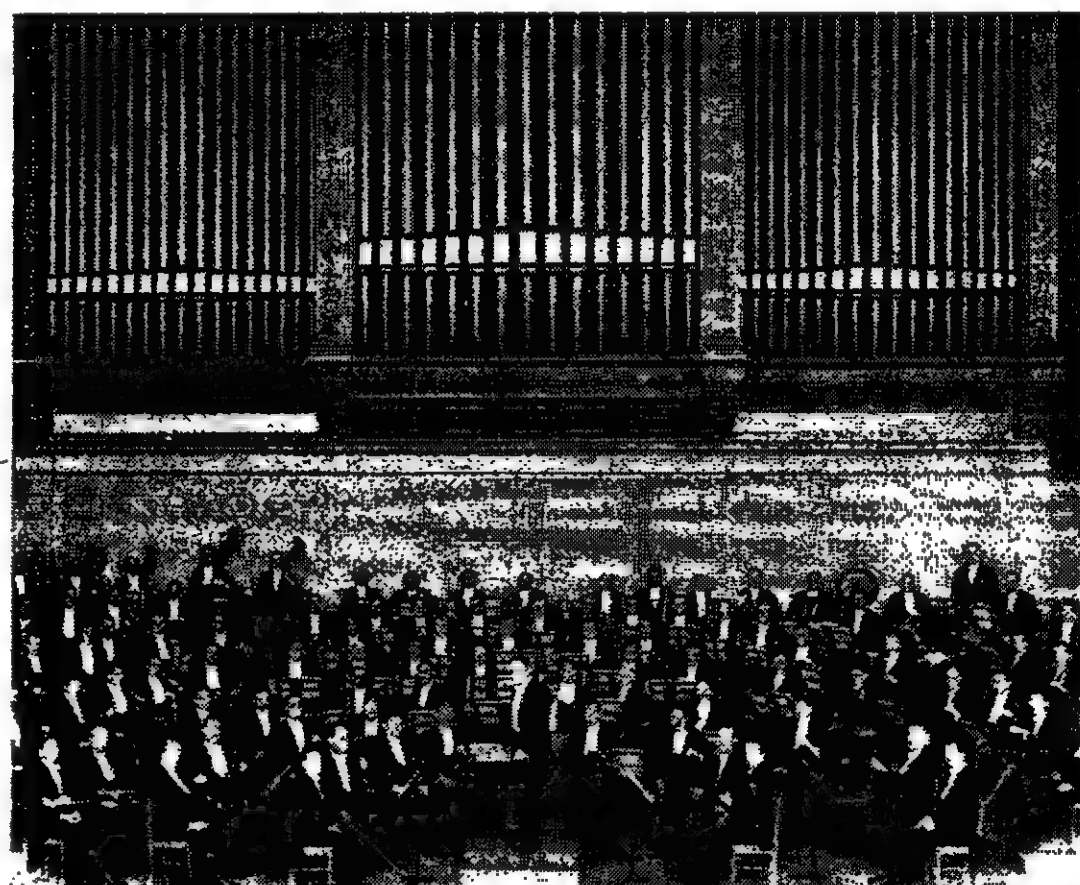
December 3, 1996

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## COMPANIES AND FINANCE: ASIA-PACIFIC

## Red Earth looks to green, pleasant land

Mention the Body Shop, the highly successful "natural products" retailer, to Mr Nick Chadwick, and a slight weariness creeps into his voice.

Comparisons have been drawn so often between the British-owned group and his smaller chain of Red Earth stores - which span much of Asia and Australia, and will soon arrive in the UK - that he can explain the difference without pause for thought.

"What happened in the early 1980s was that there were a rash of [Body Shop] copycats," he says, "but basically the customer wanted it... all those yummy natural products." Since then, he argues, consumers have become more sophisticated, and increasingly capable of discriminating between environmental hype and genuine natural ingredient claims.

So, while the Red Earth founder admits that Body Shop's success in marketing "natural products" provided a general inspiration, he also says that the Melbourne-based chain - which opened its first store five years ago - started out with a slightly different customer in view.

For a start, Red Earth tends to pitch to older shoppers, typically in the 18 to 35-year-old age bracket. Second, it expects them to spend more. "Our products are always dearer than Body Shop, even in Australia."

The stores' sleeker image is a further conscious effort at differentiation. Red Earth outlets, claims Mr Chadwick, are probably "a little bit austere" for the average Body Shop customer.

This may be shrewd marketing talk, given that Body Shop has been pursuing higher-spending customers recently. Still, UK consumers will get their chance to put these nuances to the test soon. Red Earth, which has more than 80 outlets in Australia and more than 70 internationally, is negotiating a deal with Kingfisher's Superdrug to launch concessions in the UK. An announcement is expected in the next few weeks.

Superdrug is the UK's second-largest health and beauty chain, with 708 high street stores. However, in the early 1990s the group began to lose momentum as supermarkets began attacking the health and beauty

market and consumers moved away from the discount format. In 1994, the group reported its lowest profits in four years.

But Superdrug is trying to regain its position with a shift upmarket. Red Earth forms part of that strategic move.

If the UK venture proves successful, it will top a fairly frantic five years for Mr Chadwick. The 37-year-old businessman - who was born in Nottingham in the UK, before his parents emigrated to Australia - began his retail career with one cosmetics shop in Melbourne's St Kilda in the late 1980s.

As the idea of making and selling natural products took hold, Mr Chadwick teamed up with Mr Steven Koh, a young Malaysian investor. In 1991, they opened the first Red Earth store in a new shopping development in Melbourne's city centre.

The move into Asia happened within two years. According to Mr Chadwick, it was spurred by approaches from people interested in taking the Red Earth idea overseas. "It was a supply and demand issue -



Not the Body Shop: Red Earth aimed at older, bigger-spending customers, says founder

Body Shop was dominant and not everyone could get franchises," he says.

So, recognising a need to be "pro-active rather than reactive", he found a second partner in the form of Mr Michael Ying, the Hong Kong-based owner of the Esprit fashion chain.

In contrast to Body Shop's franchise model, Red Earth's international strategy was always based on licence agreements, each covering an entire country and drawn up with one joint venture partner. Typically, these lay out sales criteria, performance expectations, store opening plans and so on. Retail pricing remains a

"collaborative" effort, but Red Earth makes its money on the supply of products.

Hong Kong was the first such arrangement, struck with Mr Ying, but Red Earth has since done deals covering most of the Asia region.

Like most young companies, Red Earth has felt its way. Mr Chadwick admits that some product sourcing needs to change to ensure quality. Today, only 50-60 per cent comes from Australia. As a private company, Red Earth is not obliged to disclose profits. However, annual turnover is put at about \$80m (US\$65m), with half coming from outside Australia.

In spite of the heady expansion, Mr Chadwick says Red Earth is still very much "in distribution mode". The next step, he says, will be to rebase personally from Hong Kong to London, and then look at means of tackling the continental European market.

On the way, there will probably be some form of capital-raising. This might mean a float of the Australian company or of the international business, which is a separate entity - or a private placement. SBC Warburg, says Mr Chadwick, is now doing the homework.

Nikki Tait

## Macquarie Bank ahead at halfway

By Nikki Tait in Sydney

Macquarie Bank, the Australian investment bank, has announced an interim after-tax profit of A\$46m (US\$37.5m), compared with A\$37.9m a year earlier.

The results follow the sale last week by the UK's Hill Samuel of its stake in the bank, to Brunel Investment Agency. Mr David Clarke, chairman, said the profits increase had come from across the bank's range of activities.

He said it was still "extremely busy", and was optimistic about prospects for the current half. However, he noted that the second half of 1995-96 - when the bank made a profit of A\$52.2m after tax - had been particularly strong and would be "hard to beat".

Macquarie's net interest income for the six months to the end of September was slightly lower, at A\$39.5m against A\$43.2m, while trading income rose from A\$37m to A\$43.4m. The most marked change came in fee and commission income, which rose from A\$110.9m to A\$149.4m in the first half of 1995-96. As a result, total operating income rose from A\$190.2m to A\$232.7m.

Mr Allan Moss, managing director, attributed the surge in commission income partly to continued growth in assets under management, which reached A\$19.8bn at the end of September, from A\$17.8m at the end of March, and to strong results from the equities division, helped by buoyant and busy stock market conditions.

Macquarie's stockbroking arm saw a near-400 per cent

increase in profits compared with the first half of 1995-96. The underwriting unit also had "a very active half-year". Overall, the equities division's share of total operating profit rose to 17 per cent from 9 per cent a year before, while investment services nudged up from 8 per cent to 10 per cent.

Elsewhere, the treasury and commodities division had its best first half since it was formed in 1993, with all seven sub-divisions operating in the black. However, the bank warned that there was "intense" competition across all areas and low turnover in many. Overall, the treasury and commodities arm accounted for about 27 per cent of profits, up from 25 per cent previously.

By contrast, corporate banking saw a dip in first-half earnings, although the bank said transaction flows remained strong. Its relative profits contribution slipped to 15 per cent from 25 per cent.

On the cost side, total operating expenses were up from A\$151m to A\$176.5m. This rise was driven mainly by higher employment expenses, which rose to A\$107.2m. Macquarie made no apology for the 18 per cent increase, saying it believed employment-related costs would continue to grow as "global competition for high-calibre staff increases".

Earnings per share in the six months were 30 cents, up from 25.4 cents in the first half of 1995-96. The return on shareholders' funds was 30.7 per cent, while the capital adequacy ratio stood at 13.6 per cent.

## French bank upbeat

The Asian operations of Crédit Lyonnais are set to record net profits in the region of US\$150m this year, a rise of about 30 per cent, according to Mr Jean Peyrelevade, chairman of the French state-owned bank, writes John Ridding in Hong Kong.

Speaking in Hong Kong yesterday, Mr Peyrelevade said the Asia-Pacific operations of the bank should continue to provide steady increases in profits over the next few years. He also expressed confidence in Hong Kong's prospects after its return to Chinese sovereignty next year. "I am certain it will remain an important financial centre," he said.

Crédit Lyonnais has been building its investment banking and commercial banking operations in the region, expanding into derivatives and fixed-income products, mainly in local currencies. Mr Peyrelevade described as "stable" the shareholding structure of Crédit Lyonnais Securities Asia, the Hong Kong-based investment banking arm in which the French group holds a 65 per cent stake.

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JAN 10 1997



## COMPANIES AND FINANCE: AMERICAS/ASIA-PACIFIC

## US banks poised for fresh consolidation

Recent trends in share prices have created the conditions for a renewal of merger activity

US commercial banks are ready for another wave of consolidations, say Wall Street analysts.

Speculation was reawakened by last week's \$1.9bn acquisition by ABN Amro of Standard Federal, a Michigan-based thrift bank with a base in Chicago. It was the largest acquisition in the sector for three months.

News that Mr Eugene Ludwig, the comptroller of the currency, will make it easier for banks to diversify into non-banking activities through arm's-length subsidiaries has also stoked interest in banking mergers.

A bullish report this week from Salomon Brothers lists potential acquisition targets. The most likely are large regional banks such as Pittsburgh-based Mellon, with \$44bn in assets, and Cleveland-based KeyCorp with \$65.4bn.

This year has seen a fall in banking merger activity after last year's plethora of huge deals led by the merger of Chase Manhattan and Chemical Banking. Other big deals were North Carolina-based First Union's purchase of First Fidelity, the biggest bank in New Jersey, the merger of First Bank of Chi-

cago and National Bank of Detroit, and the takeover of BayBank by Bank of Boston.

This year's biggest deal, which took investment houses by surprise, was the \$9.5bn acquisition of Boalmen's Bancshares of St Louis, Missouri, by NationsBank, the North Carolina bank with a reputation as a consolidator. This followed Wells Fargo's successful hostile bid at the beginning of the year for First Interstate, another Californian bank. Otherwise, deals this year have involved thrifts, or have been defensive mergers between banks in the same state.

But Salomon Brothers' US banking team, led by Mr Michael Flodwick, suggests activity has slowed this year because many recent acquirers have been in a "digestive phase".

It points out that recent share price trends have improved the environment for potential buyers, with shares in the large-capitalisation regional banks, viewed as the most likely acquirers, out-performing those of small and medium-sized banks.

In 1996, banks' stocks have performed well, Salomon

## Top bank mergers and acquisitions, 1996

Buyer	Seller	Value \$m	Date
Wells Fargo	First Interstate	14,444	Jan 1996
NationsBank	Boalmen's Bancshares	9,500	Aug 1996
First National City	California Federal	1,200	Jul 1996
Washington Mutual	American Savings	1,200	Jul 1996
First Fidelity	First Fidelity	950	Nov 1996
Southern National	United Carolina Bancshares	935	Nov 1996
First Union	First Union	900	Nov 1996
First Union	Center Financial	385	Jun 1996
First Union	Hopewell Financial	367	Jun 1996
US Bancorp	California Bancshares	327	Feb 1996
NationsBank	1st National Bank	280	Apr 1996
First	American Bancorp	210	Jan 1996
First	1st Bank Holding	202	Apr 1996

Source: Companies

Brothers' 50-bank index gaining 30.9 per cent, well ahead of the gain by the market as a whole. But this conceals a gain of 33 per cent by banks valued at \$12.5bn or more, while those capitalised at \$3bn or less have gained only 15 per cent. This means that the large "super-regionals" are now trading at a multiple of only 12 times 1997 earnings, a modest discount to the 12.9 ratio for smaller banks.

A year ago, shares of smaller banks had been bid up to more than twice their book value as a result of bid

speculation, while the larger banks were lagging because of worries that acquisitions would hurt their earnings.

Salomon also points out that it is difficult for banks to raise earnings in the present environment without acquisitions, as demand for loans has slowed and many banks face dilemmas over whether to make costly new investments in technology to improve their distribution systems.

Its 163-page study looks at 42 potential acquisition candidates, and assesses the rationale and likely takeover

prices for 325 different potential merger combinations. Apart from Mellon and KeyCorp, other banks to emerge from the Salomon study with "attractive upside potential" include Summit, a \$22bn asset bank based in New Jersey, Huntington, a \$20bn asset Ohio bank with a large car finance subsidiary and a branch network in six states, including Florida; and First American, which is based in Tennessee.

Other names mentioned on Wall Street include First Chicago NBD, the product of a defensive merger last year, which has a relatively low market rating given its position as the leading bank in the Chicago area.

Barnett Banks, which has the largest market share in Florida, is also widely regarded as a "trophy" bank by potential acquirers, although any bidder would probably have to pay a prohibitively high price for it.

Salomon's list of potential bidders includes the largest regional players to have set out last year's big deals, including BankAmerica, Ohio-based Banc One, and Minnesota's Bancorp. It also mentions a number of others which

could continue this year's trend for smaller banks to make acquisitions.

Mr Michael Mayo, banking analyst at Lehman Brothers, also sees continued consolidation. He points out that the market share of the top five banks in each of the nine census regions of the US is only 35 per cent, leaving room for extensive further consolidation without troubling US competition authorities.

Furthermore, he says, the next few years should see banks aiming to build "national franchises", a task which will become easier with the final relaxation of controls on interstate banking in July. Bidders are prepared to pay for banks with strong networks in prosperous areas of the country.

According to Mr Mayo: "There's no doubt that over the next three to five years we will see a degree of consolidation in the US banking industry exceeding that seen in 1985. Many big banks are getting themselves into fighting condition after their last deal - like NationsBank did earlier this year - and there's plenty more to come."

John Authers

## Asian Bank, PDCP merge

By Edward Luce and Justin Marozzi in Manila

The Philippine stock exchange yesterday confirmed the second merger in the domestic banking sector since it was opened to foreign competition last year. The merger, between Asian Bank and PDCP, creates the 17th largest bank in the Philippines with assets of 28bn pesos (\$1.06bn).

With 44 and 76 branches respectively, Asian Bank and PDCP bank would have one of the largest branch networks in the country, analysts said.

The shares of PDCP, which is 35 per cent owned by Metro Pacific, the local arm of Hong Kong-based First Pacific and one of the largest property companies in the Philippines, rose 36 per cent last week on rumours of the merger. PDCP's shares closed slightly down yesterday at 28.50 pesos.

Asian Bank, which is unlisted, is expected to benefit from PDCP's strength in personal banking and its slot on the local stock exchange. PDCP will gain from Asian Bank's expertise in the corporate banking sector. The

banks will formally merge in the first quarter of 1997.

"This is not the first and by no means the last of a number of mergers in the Philippine banking sector," said Mr Michael Johnson, a banking analyst at All Asia Capital, in Manila. "We expect there will be a lot more consolidation as foreign competition heats up and as domestic capital requirements are raised to strengthen the local banking industry."

Analysts said it was no coincidence that the merger was informally announced last week on the day that the central bank decided to raise minimum capital requirements for commercial banks. The decision, which increased minimum requirements for commercial banks by more than 30 per cent to 2bn pesos and for universal banks to 4.5bn pesos, is expected to encourage smaller banks to consolidate.

"There are a lot of market rumours at the moment about other possible mergers," said Mr William Daniel, head of the BZW office in Manila. "Some of the smaller banks are going to need to boost their capital base to meet the new competition."

## Interim loss at Lane Crawford

By Louise Lucas in Hong Kong

The cost of Lane Crawford's foray into Singapore was revealed yesterday when the Hong Kong department store group announced a net loss of HK\$90.8m (US\$11.74m) for the six months to September 30, after a profit of HK\$28.4m for the same period last year.

Lane Crawford, which is controlled by Wheelock, shut down its loss-making Singapore store in September. The move cost HK\$57.4m, while the closure of the store's Express outlets in Hong Kong resulted in an exceptional loss of HK\$12.6m.

Lane Crawford blamed the closures on weak retail markets, especially in Hong Kong, but analysts think this is only one factor. "I think their strategy was absolutely wrong, although it was made by a different management," one Hong Kong-based analyst said.

The opening of the Singapore store came at a time of strong retail competition in the island state, while the Hong Kong stores have been criticised for selecting expensive but poor-selling products.

Mr Wilson Chan, company secretary of Lane Crawford, said he did not see retail sales improving significantly in the rest of the year.

Lane Crawford's first-half operating loss was HK\$87m. One analyst said: "These results are very bad, particularly in light of the fact they do have rental income. Rental income was around HK\$20m, and they have income from their securities portfolio, so you can imagine the operating loss from the stores themselves."

The loss per A-share for the six months to September 30 was HK\$0.803, compared with earnings of HK\$0.354 a year ago. The interim dividend is cut by 17.65 per cent, from HK\$0.20 to HK\$0.17.

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#### Notice of Redemption to the Holders of Pacific Gas and Electric Company 12 per cent Debentures due 2000

(CUSIP No. 694308 CR 6)

NOTICE IS HEREBY GIVEN THAT, pursuant to Section 1003 of the Indenture dated as of 9th January, 1985, between Pacific Gas and Electric Company (the "Company") and Bankers Trust Company, as Trustee (the "Trustee"), the Company has elected to redeem (the "Redemption") all of its outstanding 12 per cent Debentures due 2000 (the "Debentures") on 9th January, 1997 (the "Redemption Date"), at the redemption price of 100 per cent of the principal amount of the Debentures (the "Redemption Price"). Interest will be paid in the manner specified in the Indenture, including all interest accrued up to the Redemption Date. The Redemption pursuant to this Notice of Redemption is an exercise pursuant to the 11th or 12th paragraph of the form of reverse of the Debentures.

On the Redemption Date (unless the Company shall default in the payment of the Redemption Price), the Redemption Price will be due and payable on all Debentures. Interest on the Debentures will cease to accrue on and after the Redemption Date and the only remaining right of the holder of the Debentures after such date will be to receive payment of the Redemption Price upon surrender of the Debentures to the Trustee and interest payable up to the Redemption Date.

The Debentures together with all coupons appertaining thereto maturing after the Redemption Date are to be surrendered for payment of the Redemption Price at one of the offices of the Trustee listed below:

Bankers Trust Company 1 Appold Street, Broadgate London EC2A 2HE England	Bankers Trust Company 12-14 Royal Place des Champs-Élysées B.P. NO. 649-08-75 167-Paris Cedex 08-Paris
Bankers Trust GmbH P.O. Box 2407 6000 Frankfurt am Main Bockenheimer Landstrasse 19 Germany	Bankers Trust A.G. Trenkenschneise 4 P.O. Box 5181 CH-8022 Zurich Switzerland
Swiss Bank Corporation Paradeplatz 9 CH-8010 Zurich Switzerland	Banking Indescom Belge S.A. Place Saint-Gobain 14 1000 Brussels Belgium
Banking Indescom Luxembourg 39 Allée Scheff L-2520 Luxembourg	

For presentation of Registered Debentures only to:

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Bankers Trust Company  
Corporate Trust & Agency Group  
123 Washington Street 1st Floor Window  
New York, New York 10036

By Mail

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Securities Payment Unit  
P.O. Box 391207  
Nashville, TN 37238-2737

By Overnight Mail

BT Services Tennessee, Inc.  
Securities Payment Unit  
648 Grassmore Park Road  
Nashville, TN 37211

The method of delivery is at the option and risk of the holder. It delivered by mail, certified or registered mail is recommended for your protection. All capitalized terms used but not defined herein, shall have the meanings assigned to such terms in the Indenture.

"No representation is made as to the accuracy of the CUSIP number either as printed on the Debentures or as set forth in this Notice of Redemption."

FEDERAL INCOME TAX LAW MAY REQUIRE THE WITHHOLDING OF 31 PER CENT OF ANY PAYMENTS TO HOLDERS PRESENTING THEIR DEBENTURES FOR REDEMPTION OR CONVERSION WHO HAVE FAILED TO FURNISH A TAXPAYER IDENTIFICATION NUMBER, CERTIFIED TO BE CORRECT UNDER PENALTY OF PERJURY. HOLDERS MAY ALSO BE SUBJECT TO A PENALTY OF U.S. \$50 FOR FAILURE TO PROVIDE SUCH NUMBER. A CERTIFICATION MAY BE MADE ON THE SUBSTITUTION FORM (W-9), A COPY OF WHICH IS PROVIDED ON THE LETTER OF TRANSMITTAL.

Pacific Gas and Electric Company

Bankers Trust Company  
as Trustee

3rd December, 1996



## COMPANIES AND FINANCE: THE AMERICAS

## Good times still round the corner for Mexico's retailers

Wal-Mart may not have chosen the best of times when it opened four new superstores in Mexico last week. Only days before, official retail sales figures for September showed a drop of 1.8 per cent on the 1995 figure - which itself had fallen 25 per cent on September 1994. Not until 1998 are sales expected to recover their 1994 levels.

Yet within a few months, stores bearing the names of Kmart and Carrefour are also expected to open. "The big players have decided they cannot just wait while valuable land goes on the market and customers shape their preferences," says Ms Christine Almar, an analyst at Deutsche Morgan Grenfell in Mexico City. "So they are expanding again."

At the beginning of the 1990s, Mexican retailing was dominated by a handful of large domestic companies that had divided the market between them for years. But a growing population meant traditional small and mid-size stores would be unable to keep pace, and they turned to multinational retailers, which were

attracted by expectations of high economic growth.

Wal-Mart, the biggest of the US retailers, paired up with Cifra, Mexico's largest retailer, to establish Wal-Mart and Sam's Club Stores. Both Price Club/Costco, the US membership warehouse chain, and Auchan, one of France's largest retailers, set up joint ventures with Comercial Mexicana, the second-largest company in the sector.

Carrefour, the French retail group, joined up with Gigante, the next biggest retailer, which also established alliances with Office Depot, Radio Shack and Fleming Companies. And Kmart, the struggling US discount store group, allied with Liverpool, which runs two department stores aimed at upper income consumers.

The new joint ventures bought land and built stores at rates rarely seen before. In 1994 alone, for example, Cifra expanded its floor space by almost half.

Then came devaluation and a consumer crunch from which the sector has yet to recover. In the third quarter this year, Cifra's same-store

sales fell 11 per cent on the equivalent period of 1995, while Comercial Mexicana's sales stayed flat despite sharp discounting and growth in tourist and border areas. Gigante's sales dropped 25 per cent in 1995 from the previous year.

However, many are sitting on properties that they bought in 1994: Cifra has between 40 and 50 sites. "The competition is also thinking of expansion," says an executive at Cifra, which had nearly 80 projects on its books at the end of 1994 but opened just 12 stores in 1995. "The buildings for the stores are already there and our ambition is to be the biggest national retailer in Mexico."

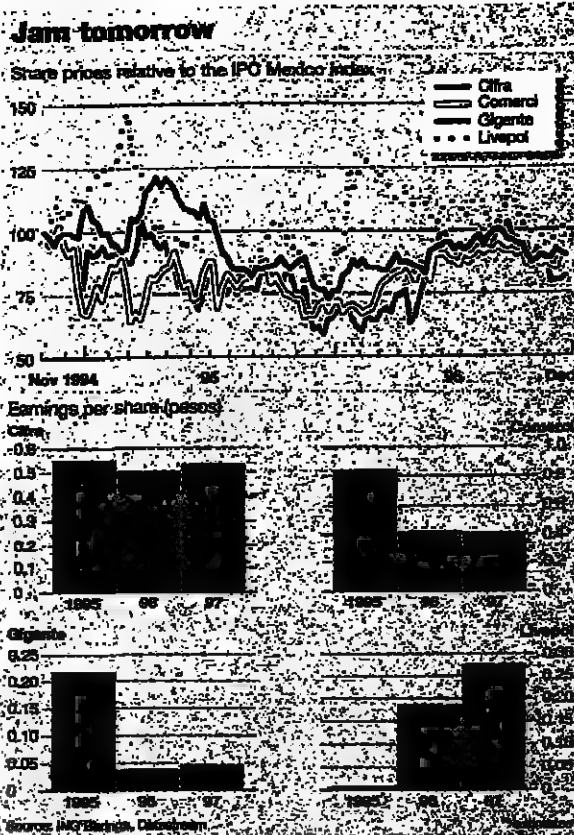
Cifra's partner, Wal-Mart, has sufficient money to consider expanding. Other alliances have been less happy: Gigante, which invested about \$150m in its marriage to Carrefour, says the venture has hindered its wholly owned stores. "If we were separate, our financial strength would be greater," says Mr Ignacio Toussaint,

head of corporate finance. The company has also suffered from consolidating the Blanco chain, bought in 1993 for about \$124m.

Other ventures face different problems. Liverpool's alliance with Kmart links two dissimilar retailers, as Liverpool's upper and middle class department stores, Liverpool and Fábrica de Francia, attract very different clients from Kmart. Asked to explain the logic of the joint venture, into which each partner has ploughed \$100m, one Liverpool executive suggested it was a shame to pass up sites that could fit Kmart, but not Liverpool. The venture has yet to break even.

Cifra's venture with Wal-Mart divides 843 stores into two groups: those that were operating before the joint venture, and those that opened after, which are 50-50 owned by Wal-Mart and Cifra. The split does complicate administration, and Cifra admits a simpler structure would be preferable.

The depth of the recession has diverted retailers from the rush to snap up locations. Liverpool has been



reshaping its merchandise to concentrate on basic items. Gigante, whose gross margins fell 1.3 percentage points to 20.7 per cent in the first half of 1996, is focusing on increasing its revenues per store; Mr Toussaint believes the group can grow

revenue per square metre - which fell from 7,500 pesos (\$950) in the first half of 1995 to 6,500 pesos in the first half of 1996 - by up to a quarter.

Clare Gascoigne and Daniel Dombey

## AMERICAS NEWS DIGEST

## Woolworth to buy Eastbay for \$146m

Woolworth, the troubled US retailer that has been showing signs of financial recovery, is to buy the Nasdaq-listed Eastbay, a mail-order sports shoe retailer, for \$146m in cash. The acquisition contrasts with a string of disposals by Woolworth as it has sought to focus on a core of more profitable activities. Mr Roger Farah, Woolworth chairman and chief executive, said Eastbay complemented the group's athletic business, now the biggest and most profitable of its divisions. Woolworth operates about 3,500 sports shoe stores, mainly under the Foot Locker name.

Woolworth is paying \$24 a share for Eastbay, with the acquisition expected to close early next year. Eastbay's management will receive \$22 a share and up to \$1.75 a share more if performance targets are met. The company had net sales of \$117.6m in the year to last June. Eastbay's shares jumped 44% to \$23.4 in early trading, while Woolworth's were unchanged at \$24.

Richard Tomkins, New York

## Airline suspends payments

Canadian Airlines International, which is in the process of putting together a restructuring plan, has suspended payments to lenders and aircraft lessors on about two-thirds of its short-term obligations.

The move affects about 70 institutions, and covers payments of C\$170m (US\$126.5m) due over the next six months. The airline plans to renegotiate the payments. Canadian is also seeking concessions from trade unions, government and the Dallas-based AMR, parent company of American Airlines, which has a 38 per cent stake in Canadian. All but one of six unions representing the airline's 16,400 workers have agreed pay cuts averaging 5 per cent. The federal government and the provinces of Alberta and British Columbia have offered fuel tax rebates. Under the plan, AMR would reduce fees it charges Canadian for reservations, marketing and other services.

Bernard Simon, Toronto

## Bristol-Myers in screening deal

US pharmaceutical company Bristol-Myers Squibb has become the latest in the sector to buy in technology in order to screen large numbers of potential new drugs quickly. The New Jersey-based company has signed a research and licensing deal worth up to \$60m with Aurora Biosciences, a California biotechnology company.

BMS is buying rights to Aurora's fluorescent screening technology and will collaborate with Aurora to develop screening assays. The two will also work on Aurora's fast screening system, designed to screen 100,000 samples a day. Such technology has become an essential to the research efforts of large drug companies. Two years ago, Glaxo Wellcome of the UK paid more than \$500m for California's Affymax, for its screening technology.

To pay the full \$60m, BMS would have to exercise all options for further screens, research funding and milestone payments. The deal allows Aurora to earn royalties on any products identified from these screens.

Daniel Green, London

## CEI lifts stake in Cointel

By David Pilling in Buenos Aires

Citigroup Equity Investments is to pay \$590m for a 17.5 per cent stake in Cointel, the holding company that controls Telefonía de Argentina (Tasa), taking its holding to 49 per cent.

The purchase of ordinary class A shares from Banco Río represented a payment of \$2.71 per Tasa share, taking into account Cointel's financial debt of \$400m, according to a report from Banco República.

This was roughly a 5 per cent premium above Friday's

closing price of \$2.58.

The contract will be signed in December with payment to take place in February 1997. Cointel holds a 50 per cent stake in Tasa. Tasa is managed by Telefonía de España, which has a 18 per cent stake in Cointel, said Mr Christopher Ecclestone, of brokers Interacciones.

If Citigroup Equity Investments were planning a management coup, it would need 60 per cent of votes, which would involve the support of minority Cointel shareholders such as the Bank of New York, Bank of Tokyo and

local conglomerate Techint.

"Clearly this will be an expensive adventure if it is only to show CEI's faith in Telefonía's managers," Mr Ecclestone said. "I doubt that is the goal."

Mr Ecclestone said some analysts had questioned Telefonía's management fees, which they considered high. CEI might be able to reduce these by hiring in-house managers or passing the management contract on to a US company such as BellSouth or AT&T, both of which are believed keen to enter the Argentine market.

## Agco eyes Fendt purchase

By Peter Marsh in London

Agco of the US, one of the world's four biggest makers of agricultural machinery, has started discussions about buying Fendt, Germany's last remaining independent tractor maker and the biggest supplier of tractors for the German market.

Neither company would comment on the talks last night. However, Mr Robert Ratliff, Agco's chairman, has made no secret that Agco is interested in buying Fendt as part of its effort to build sales in Europe. Agco had sales of \$3.1bn

last year, and is interested in expanding this to about \$5bn by early next century, mainly by growth outside North America, where the company has 40 per cent of its sales.

Mr Ratliff has said he would be willing to spend up to \$1.5bn over the next few years on acquisitions to continue the company's run of buys since 1990. Its biggest to date has been the \$329m purchase of Massey Ferguson from Verity of the US, in 1994.

In 1990 there were 15 independent German tractor makers, but high German

wage costs have contributed to their disappearance.

Fendt, based in Marktoberdorf, Bavaria, has annual sales of about DM900m (\$586m) and makes about 7,000 tractors a year - 60 per cent of them for sale in Germany, where it is market leader with a 20 per cent share of new tractor sales. Agco has a German market share of 8 per cent.

The acquisition would put Agco ahead of its main global competitors in tractors - John Deere and Case of the US, and New Holland, of Italy - in the important German market.

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(Less a Floating Rate Note due 1997)  
and  
£23,100,000

Minimum Redemption November 1997

Notice is hereby given that in accordance with the Conditions, the following Notes will be redeemed on 10th December 1996:

Class A Notes, 2,043 Notes  
(Value £20,430,000)  
Memorandum Notes, 166 Notes  
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Bankers Trust - Principal Paying Company, London  
3rd December, 1996

## International financial news from a European perspective.

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**NOTICE**

The shareholders are advised that the following dividends have been declared payable to the shareholders on the register as at close of business on 28th November 1996 and the shares were traded ex-dividend on 29th November 1996.

AMOUNT PER SHARE	SUBFUND
USD 0.09	Chinese Equity
USD 0.18	European Equity
USD 0.40	Hong Kong Equity
USD 0.018	Indian Equity
USD 0.022	INTL Managed Equity
USD 0.11	North American Equity
USD 0.12	Pan-European Equity

The dividend for each of the above-mentioned funds will be paid to shareholders on Thursday 12th December 1996.

The dividend is payable to holders of bearer shares against presentation of coupon 10 to:

Banque Internationale à Luxembourg  
2 boulevard Royal, L-2593 Luxembourg  
Hongkong & Shanghai Banking Corporation  
1 Queen's Road Central, Hong Kong

By order of the Board of Directors

**HSBC Global Investment Funds**  
Société d'investissement à Capital Variable  
7, rue du Marché-aux-Herbres, L-1728 Luxembourg  
R.C. Luxembourg B-25987

**NOTICE**

Shareholders are hereby informed that on 29 November 1996, the shareholders have in a Class Meeting approved the following increase of management fee.

The management fee in respect of the US Dollar Bond Fund has been increased to 1.00% per annum on the net asset value.

The increase of management fee shall become effective on January 1, 1997.

The above-mentioned change does not affect the rights of shareholders to redeem their shares without redemption charge or convert their shares into shares of another sub-fund of the Company.

The Board of Directors has further decided to change the calculation method of the sales charge. The sales charge will as from January 1, 1997 be 5.25% of the amount paid by investors (being 5.54% of the dealing price). This change does not affect existing shareholdings.

The Board of Directors

JAVICO 150



# Racal shares tumble 18% on warning

By Motoko Rich

Racal Electronics angered investors yesterday when it warned that profits in the current financial year would be nearly a third lower than last, knocking 18 per cent off the value of the shares.

Shares in the defence and electronics group tumbled 50p to 255p as the group said it expected to report full-year pre-tax profits of £50m (£53.5m), against £70.4m last year.

The warning was an apparent volte face for the company, which told shareholders in August it was on course to move operating profits "substantially ahead" and raise pre-tax profits even after a £20m restructuring charge.

There is a bit of egg on the face of the management, said one analyst.

Brokers, who downgraded their forecasts in October after a series of analysts' meetings, again cut figures

for the current financial year and for 1997-98. Forecasts for the year to March 1998 slipped from £80m to £70m.

Mr David Elsbury, chief executive, said the board decided at its monthly meeting last Friday to issue the warning after determining it would not meet its revenue targets in the radio division, which sells defence and paramilitary radio equipment to governments in 140 countries.

He said turnover in the

division, which has average sales of about £150m a year, was likely to fall by £30m. However, 50 per cent margins in the division meant the effect on the bottom line would be substantial, cutting £15m off profit expectations.

Analysts said the group should have anticipated the shortfall earlier. "There are long lead times in the order book and if the board only found out on Friday then it raises questions about the management or what they

are telling us," said one.

Mr Elsbury said the group was conducting a strategic review of the radio division, which is a world leader. He said market research showed the market was likely to contract from £2.4bn in sales today to £1.9bn by 2000.

The group would consider redundancies among its 1,300 radio staff. Mr Elsbury would not rule out a disposal of the division.

Full-year profits would fall by a further £5m because of

problems in other divisions, which Mr Elsbury declined to elaborate. Details would be provided with the group's interim results today, moved forward from an announcement originally scheduled for Thursday. Pre-tax profits of £21m are expected after a £10m charge for reorganising the data products division.

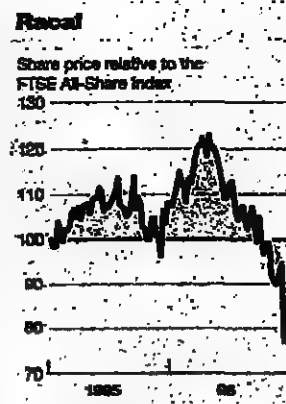
Mr Elsbury said the group expected profits to increase "substantially" in 1997-98 because of improved results from data products.

## LEX COMMENT

## Racal

An investment in Racal has traditionally been a bet on the management pulling enough rabbits out of a hat to make up for a disappointing trading performance. Over the past decade, the demerger of Vodafone and Chubb have compensated richly for Racal's own poor showing. Yesterday's profits warning, which knocked 18 per cent off the shares, is a reminder that the business has not lost its power to underperform. The main cause of the £30m profits shortfall is the military radio division – a mature operation with high earnings visibility. This does not sit easily with Racal's sunny optimism just four months ago when it predicted a substantial increase in profits. The real worry, however, is that Sir Ernest Harrison, the chairman, has run out of rabbits: profits at the previously fast-growing network services business are under pressure; while a flotation of lottery operator Camelot, in which Racal has a stake, would be tricky given fears that an incoming Labour government could take away its franchise.

Unsurprisingly, Racal is again being spoken of as a bid target. It is easy to get to a sum-of-the-parts valuation of 300p or more compared with the current 255p share price. But Racal is such a disparate collection of companies that any bidder would have to break it up and painstakingly sell on the parts. Williams Holdings was prepared to do so when it bid in 1991. Whether anyone would be willing to do the same today is doubtful.



## S&N hit by Center Parcs

By Roderick Gram

Strong interim profits from Scottish & Newcastle's UK brewing and pubs were undermined by continuing weakness in its Center Parcs holiday complexes on the Continent.

Pre-tax profits rose 26 per cent to £195.1m (£325.6m) in the 26 weeks to October 27, exceeding most forecasts and prompting a minor upgrade in full-year profit estimates.

The shares rose 18p to 657p.

But the upgrades were largely a catch up with the better first half, rather than in anticipation of an improvement in the second. Analysts remained cautious about Center Parcs' slow recovery after an 11 per cent drop in operating profits to £38.9m on sales down 4 per cent to £184.6m.

S&N is investing some £50m over two years to enhance its continental complexes, but profit growth is heavily dependent on a pick up in continental consumer spending.

First half occupancy rates were running at 83 per cent in Germany and the Benelux countries, and at 86 per cent in France. UK centres achieved 91 per cent, plus increases in tariffs and on-site spending.

## Emap's dissidents lose vote at EGM

By Christopher Price and William Lewis

Emap shareholders yesterday voted overwhelmingly to oust dissenting directors Professor Ken Simmonds and Mr Joe Cooke from the board of the media and exhibitions group.

The vote was 10 to one against the two non-executives who have fought a bitter battle against the other 11 Emap directors over new articles of association approved by shareholders in July.

However, there was concern among some institutional shareholders over suggestions by Sir John Hoskyns, chairman, that the two rebels would not be replaced.

"We do not need seven non-executives," Sir John told the meeting. "We are about to start the process of recruiting, but these will be replacements for Richard Winfrey, deputy chairman, and myself who are to retire in the next 18 months."

Shareholders said they were confused about Sir John's comments at the extraordinary meeting. Some said they had been assured that two new non-executives would be appointed to replace Prof Simmonds and Mr Cooke.

"We have been told that



Ousted – Ken Simmonds (left) and Joe Cooke

the non-execs will be there next year at a crucial time," one fund manager said yesterday, referring to the succession of Sir John and Mr Winfrey.

Prof Simmonds and Mr Cooke, who have 27 years of service on the Emap board between them, have argued against the introduction of the articles of association

which make it easier for the board to remove directors.

The move to oust them was led by Sir John and Mr Robin Miller, chief executive, and was supported by the rest of the board, who argued that relations with the two had broken down irretrievably.

About 100 shareholders attended the meeting.

## Siebel looks for savings in 'defect costs'

By Tim Burt

Siebel, one of Britain's largest engineering groups, is today expected to announce a cost cutting programme that aims to virtually wipe out product defects and save £50m (£84.5m) a year.

The company is planning to become the UK's first industrial manufacturer to adopt a US-pioneered programme which could reduce "defect costs" by more than 90 per cent.

Siebel claims it will become one of a handful of global corporations to use the "six sigma" system, a quality control programme adopted by a number of US groups.

The move coincides with today's announcement of Siebel's first half profits, which industry analysts expect to rise from £144.2m to £187m-£190m, following strong demand for its industrial controls and temperature appliances.

By introducing "six sigma" – named after the statistical benchmarking symbol – some analysts believe Siebel could lift annual profits by more than 15 per cent.

The two-year programme, involving a reassessment of the manufacturing processes at more than 140 of the group's factories, will cost about £20m to implement.

Mr Allen Yurko, chief executive, said the system would enhance Siebel's competitive edge by reducing product defects from about 5,000-per-million units produced to almost zero.

Costs associated with such defects currently represent about 4 per cent of Siebel's £2.6bn annual sales, equivalent to £104m a year.

Texas Instruments, one of the other companies to have adopted the system, yesterday described it as "an extremely powerful tool for quality control".

The US group, however, warned that it would not rely on "six sigma" alone to benchmark its performance against other companies.

When General Electric announced plans to introduce a similar system earlier this year, it committed £300m to reducing defects from 36,000-per-million units to about 4-per-million.

Like GE, Siebel said it would retrain 200 senior production managers – nicknamed "black belts" – who would be responsible for spreading the new quality programme across the group.

The move follows trials of "six sigma" at four Siebel factories, where margins have reached 16 per cent, against an average of 15 per cent elsewhere.

## Premier Oil lifts Discovery offer

By Jane Martinson in London and Nikid Tait in Sydney

Oil Search, the Australian energy group, yesterday cleared the way for Premier Oil's takeover of Discovery Petroleum with the sale of its 10.1 per cent stake after the UK independent slightly upped its offer for the Australian oil and gas group.

Premier, which now holds 29 per cent of Discovery following its purchase of the stake, said it was confident of taking control. Oil Search had been considered a likely bidder for Discovery.

Premier increased its offer from 80 cents to 81 cents a

share, valuing the group at A\$108m (£86.8m). It won a recommendation from Discovery's board following weekend discussions in London between the two companies.

Premier launched a A\$90m – or 70 cents a share – bid for Discovery at the end of September, increasing its offer to 80 cents at the end of October.

Mr Steve Lowden, manager of Premier's international division, said the latest price was well within the range of net asset valuations. The increased price was worth £1m less than the previous 80 cents a share offer because of the strength of sterling, he added.

## RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total for year
Acad	0 mths to Sept 30	72.5 (61.8)	4.059 (4.45)	14.2 (13)	2.18	Feb 3	2.75	8.4
Allen	0 mths to Sept 29	71.1 (54.2)	4.71 (3.8)	8.77 (7.3)	2.5	Jan 31	2.5	6.05
Acad	0 mths to Sept 30	12.1 (8.8)	0.17 (0.14)	0.62 (0.51)	-	-	-	4
BTG	0 mths to Sept 30	200.1 (188.0)	23.7 (21)	8.91 (8.07)	4.05	Feb 10	3.85	11.2
Columbus	0 mths to Sept 30	10.5 (10.4)	0.057 (0.048)	0.33 (0.18)	0.1	Feb 25	-	14.5
Dea Valley Water	0 mths to Sept 30	5.83 (5.1)	3 (2.91)	22.05 (19.59)	5.5	Jan 2	4.85	4.15
Essex	0 mths to Sept 30	64.2 (61.7)	4.78 (4.2)	8.78 (8.53)	2	Feb 4	8.12	0.5
High Point	0 mths to Sept 30	41.2 (41.2)	0.833 (0.8)	1.7 (1.7)	1	Apr 2	-	1.6
HS	0 mths to Sept 30	5.73 (5.2)	0.624 (0.615)	3.21 (3.7)	1	Apr 2	-	0.75
ICI	0 mths to Sept 30	21.8 (21.3)	0.375 (0.32)	0.52 (0.48)	0.8	Feb 13	5	2.97
Orkney	0 mths to Sept 30	45.2 (40.5)	0.63 (0.58)	14.3 (11.7)	5.5	Jan 17	0.31	10.45
Novartis	0 mths to Sept 30	7.86 (6.38)	1.46 (1.31)	7.83 (6.32)	0.31	Feb 7	0.55	1.75
Post & Telecomm	0 mths to Sept 27	1,345 (1,345)	155.1 (154.64)	24.3 (21)	7.21	Apr 11	2.15	5.8
Shale	0 mths to Sept 30	205.8 (173.4)	29.24 (25.59)	5.78 (4.88)	1.2	Feb 3	8	2.438
Thames Valley	0 mths to Sept 30	17.3 (11.7)	0.702 (0.467)	4.51 (3.5)	2.1	Feb 3	1.73	2.5
Topo Estates	0 mths to Sept 30	5.532 (5.663)	1.21 (0.83)	1.86 (1.73)	0.705	Mar 28	0.672	1.73
Toy Options	0 mths to Sept 30	30.3 (22.8)	3.66 (1.68)	12.33 (7.18)	2.6	Jan 31	-	-

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. \*After exceptional credit. \*Comparatives restated. (Y) Increased capital. \*Pro forma. \*Comparatives pro forma. □ Partial income.

## RICHMONT

RESULTS FOR THE SIX MONTHS ENDED 30 SEPTEMBER 1996

The Board of Directors of Compagnie Financière Richemont AG announces the following results for the six month period ended 30 September 1996.

	Six months ended 30 Sept 1996	Six months ended 30 Sept 1995	
Net Sales Revenue	£ 2,343.6 m	£ 2,037.7 m	+15.0%
Operating Profit	£ 466.2 m	£ 354.1 m	+31.7%
Profit Attributable to Unitholders	£ 143.3 m	£ 152.4 m	-6.0%
Earnings per Unit	£ 24.96	£ 26.54	-6.0%

The financial highlights shown above exclude the effects of goodwill amortisation from the results for both periods.

- Strong growth in operating profit reflected:
  - a 12.3% increase in underlying tobacco operating profit as well as the full impact of the merger of Rothmans International with the tobacco businesses of Rembrandt Group in January 1996.
  - a maintained level of operating profit reported by Vendôme Luxury Group.
  - an increase of £ 20.1 million in Richemont's share of operating losses in respect of its media interests, held through NetField.
- Profit attributable to unitholders and earnings per unit, adjusted to exclude goodwill amortisation from the results for both periods, decreased by 6.0% to £ 143.3 million and £ 24.96, respectively.
- The results for the period under review do not reflect any impact of the merger of NetField's European operations with those of Canal+, which was agreed in principle in September 1996. As definitive agreements are currently being finalised and a number of regulatory and other approvals are required to be obtained, it is likely that the merger will only be completed at the end of the current financial year. The anticipated impact of the transaction on Richemont's earnings will therefore not be reflected in the results for the current year.

Copies of the interim report of Richemont may be obtained from: Compagnie Financière Richemont AG, Rispachstrasse 2, 6300 Zug, Switzerland. Telephone: +41 (0)41 710 33 22. Telex: +41 (0)41 711 71 38.

Richemont International Limited, 15 Hill Street, London W1X 7PB. Telephone: +44 (0)171 499 2539. Telex: +44 (0)171 491 0524.

## Gehe attacks UniChem on debt

Gehe, the German pharmaceutical distributor bidding £850m (£1.09bn) for Lloyds Chemists of the UK, yesterday claimed its rival suitor, UniChem, was putting its own shareholders at risk with an offer which it said would dramatically increase debt ratios, writes Peggy Hollinger.

Mr Dieter Kämmerer, Gehe's chief executive, said that if he were a UniChem shareholder "I would be scared to death". Gehe estimated that the enlarged UniChem debt as a percentage of shareholders' funds could rise to almost 450 per cent.

Gehe's claim came in the offer document posted to Lloyds shareholders yesterday. UniChem yesterday rejected Gehe's statements. Interest cover would remain at more than five times, it said, and gearing would fall to 50 per cent by the end of 1997.

Both have until January 16 to revise their offers.

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## LAW

## No relief in hardship case



EUROPEAN COURT

The EC treaty did not authorise national courts to order interim relief in an application concerning trader hardship under the regulation on the organisation of the market in bananas, the European Court of Justice has ruled.

The case arose out of an application by the German trading company, T. Port GmbH & Co. KG, concerning import quotas for third-country bananas. In 1993 the regulation introduced common arrangements for their importation which replaced national arrangements.

In accordance with these new rules, Port obtained licences from the German Federal Office for Agriculture and Food to import a certain quantity of third-country bananas on the basis of quantities sold in the reference years 1989 to 1990. In 1994 Port pleaded that it was suffering hardship and requested additional licences on the grounds it had been able to import only an unusually small quantity of bananas during the reference years.

Following an order of the German Federal Constitutional Court, the Higher Administrative Court of Hesse ordered that Port be granted additional licences on an interim basis and referred a series of questions to the European Court of Justice.

The German court asked first whether Article 18(3) or Article 30 of the regulation required the Commission to lay down rules for cases of hardship.

Have analysed the provisions of the regulation and existing case law, the European Court concluded that Article 18(3) did not allow the Commission to lay down rules for cases of hardship but that Article 30 did so authorise. Where difficulties were inherent in the transition from the national arrangements to the new regulation and were not caused by a lack of care on

the part of the traders concerned, the Commission was required to lay down such hardship rules.

Turning to the German court's second question, the European Court considered whether the EC treaty authorised national courts to order provisional measures in proceedings for the grant of interim relief to traders until the Commission had adopted an act to deal with the matter.

The European Court reviewed its rulings on the power of national courts to grant interim relief and reiterated that the interim legal protection which Community law ensured for individuals before national courts had to remain the same.

However, the situation raised by the German court was different as it did not concern the grant of interim measures in order to ensure interim protection of rights which individuals derived from the Community legal system. Rather it concerned the grant to traders of interim judicial protection in a situation where, by virtue of a Community regulation, the existence and scope of traders' rights had to be established by a Commission measure which had not yet been adopted.

National courts had no jurisdiction to order interim measures pending action on the part of the Commission and judicial review of alleged failure to act could only be exercised by the Community judicature. It was for the relevant member state to request initiation of the procedures leading to a Commission measure. In a case involving hardship an applicant trader could approach the Commission directly and request it to adopt the measures required. If the Commission failed to act, the member state or trader could bring an action for failure to act before the European courts.

**Case C-619/95: T. Port GmbH & Co. KG v Bundesanstalt für Landwirtschaft und Ernährung ECJ (FC) 26 November 1996**

**BRICK COURT CHAMBERS, BRUSSELS**

## Kaul takes charge at Israel's Clal

There was a mixture of disappointment and excitement last week when Isaac Kaul, chairman of Bezeq, Israel's state-owned telecommunications network, accepted an offer to be chief executive of Clal, one of the country's largest industrial conglomerates.

Disappointment because Kaul, 51, had transformed Bezeq from a sleepy bureaucratic giant into one of the world's most efficient networks since becoming chairman in 1990. By the end of this year, he will have succeeded in digitalising the entire network after having off its subsidiaries, opening up Bezeq to competition from international carriers and privatising 23 per cent of the company.

It was hoped that the soft-spoken Kaul would remain until next year to oversee plans by the government to sell off another stake in Bezeq and eventually prepare the ground for the deregulation of the domestic network.

Unlike Koor Industries, its rival, Clal has yet to restructure, concentrate on a core group of sectors and thereby tap its real potential. Its six divisions, ranging from investments to health resorts, together had an aggregate turnover of \$6bn

last year. But the group has been plagued by problems, most notably in its printing and graphics divisions and in textiles.

Although Kaul's experience has been rooted in telecommunications, analysts believe the way he turned around Bezeq - breaking through red tape and inviting competition - will serve him well when he takes over Clal next April.

*Judy Dempsey, Jerusalem*

## MTV reshuffles

MTV, the video music channel, is reshuffling its senior management by appointing Frank Brown as president of MTV Asia in place of Peter Jamieson, who is moving to London as executive vice-president of MTV International.

The changes come at a time when MTV is preparing to face fiercer competition worldwide, as digital television comes on stream and new video music channels challenge it for viewers and advertising revenue.

Brown, 37, has worked for MTV since 1988, including stints as senior vice-president of advertising for MTV Europe and executive vice-president of MTV Asia, where he took charge of advertising and business development.

In his new role as president of MTV Asia, he will be based in Singapore and will run three channels - MTV Asia, MTV India and MTV

Mandarin - with responsibility for programming and production as well as for commercial affairs.

Jamieson, 51, is relocating to MTV's London headquarters after eight years in Asia, where he orchestrated the relaunch of MTV Asia in 1995. The original MTV Asia was forced off air after a row with its carrier, Star TV, part of Rupert Murdoch's News Corporation which then introduced Channel [V], its own music channel.

*Alice Ranshorne, London*

## Chait returns

Jon Chait (left), freshly installed in Brussels as managing director of Manpower operations outside the Americas, concedes that there are good competitive reasons for the world's biggest temporary employment group setting up its European headquarters now.

Not least of them is the merger announced in May between its two nearest rivals, Adia of Switzerland and France's Ecco, which could yet knock Manpower off its pedestal as global number one. Even though

his move was planned well beforehand, Chait admits that the creation of a giant new rival is "an added stimulus to bring a tighter focus to the European group".

There is a strong underlying logic, too. Globalisation is the current buzz-word in the employment sector, where the biggest corporate clients increasingly demand services which cross national boundaries. Add in the growing liberalisation of European employment markets, and Manpower sees the potential for rapid growth in countries such as Germany and Italy.

The move is a return trip to Europe, since Chait - originally Manpower's legal adviser - spent 1989 and 1990 in the UK, helping it free of the debris after the collapse of the British employment group Blue Arrow. Joining the board in 1991, he rose to chief financial officer two years later, a function he continues to fulfil pending the appointment of a successor. His new title as managing director of the group's international division gives him responsibility for a little over half of Manpower's near \$7bn global revenues: Terry Hueneke, who handles the Americas, has the rest. It also puts him among the select band of potential successors to 68-year-old Mitchell Fromstein as the group's chairman. *Nim Casswell, London*

## Huntsman's push

Huntsman, America's largest private chemicals company, has appointed its first two European vice-presidents, signalling its determination to establish itself in the region. They are Colin Jones and Christian Caleca, who respectively become vice-president, managing director Europe and vice-president, polymers Europe.

Jones joined Huntsman in 1990 as European financial director, and has been involved in each of the company's European acquisitions, joint ventures and expansions. Caleca has been with the company since 1994 as managing director of the company's European polystyrene business.

The group also appointed three new European directors: Francis Jannequin as director chemicals Europe, Dick Shorney as director manufacturing Europe and Tim Melling as financial director Europe. The five men will make up an executive team for the region.

The appointments are particularly significant given the group's recent reduction in the number of vice-president posts, from 60 to 20. "This really signals our intent to double the size of our business in Europe by 2000," said Jon Huntsman, chairman. *Jerry Luesby, London*

## ON THE MOVE

■ Francois De Lavelette, until recently president of Schepers Europe, succeeds Enrico Sola, who is retiring, as UK-based president and chief operating officer of DEL MONTE Royale Foods. He will be based in the UK.

■ The Dutch banking and insurance group ING has confirmed Mijder Vervens as chairman; he has been acting chairman since the death of Johan Kibe in September.

■ Thaddeus Bazzak has resigned as a director of the BANK OF THE PHILIPPINE ISLANDS, the country's third largest. He is replaced by Vicente Madrigal Wama.

■ BAY NETWORKS has appointed Dave Shrigley, formerly Intel's vice-president of corporate marketing, as its executive vice-president of sales, marketing and service.

■ Kerry McDonald rises from vice-president to chairman at BANK OF NEW ZEALAND, following the retirement of Bob Stannard. Hugh Rennie will fill the vacancy left by Sir Alan Hall's retirement.

■ Steven Laub has been promoted at LATTICE

appointed senior vice-president and chief financial officer of SPELLING ENTERTAINMENT GROUP. He joins from Walt Disney Studios, where he was most recently senior vice-president, finance.

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SEMI-CONDUCTOR to senior vice-president and chief operating officer. Stephen Skaggs rises to senior vice-president and chief financial officer.

■ Ronald Cieslak rises to vice-president, planning, at GENERAL MOTORS EUROPE from December 1.

■ The Finnish construction group PARTEK has appointed Aker ASA's president and chief executive officer Björn-Rune Gjelsten to the board. Toru Raud is resigning following his appointment as chief executive of Norway's second largest bank, Kreditkassen.

■ ALLIEDSIGNAL, the German-based specialty chemicals producer, has appointed Norbert Dietrich as head of its Rinde-de Hain business unit. He was previously chief executive of American Home Products' German agricultural chemicals and pesticides business, Cyanamid Agri.

■ ENRON, the Texas-based natural gas and electric company, has announced that Rich Kinder, president and chief operating officer, will be retiring at the end of December. Kenneth Lay will

become president as well as chairman and chief executive and has signed a new five-year contract. ■ Kenneth McVey is to retire as director and president of the International division of ELAN CORPORATION, the drug delivery company, at the end of the year.

■ The US sports goods manufacturer LA GEAR has appointed Victor Trippetti as chief financial officer and senior vice-president.

■ COLLIER JARDINE, the real estate arm of Jardine Pacific, has appointed David Govey as managing director of its Australia and New Zealand wing. Peter Collins will succeed Govey as managing director of Singapore and regional managing director of south-east Asia.

■ Rick Bachmann, president and chief operating officer of THE LOUISIANA LAND AND EXPLORATION COMPANY, is taking early retirement before the end of the year. Leighton Steward, chairman and chief executive, will resume the role of president.

■ John Walker, president of Interface Europe, joins the

board of INTERFACE, the Atlanta-based carpet tile manufacturer which has announced its intention to double its current \$175m annual European turnover within four years.

■ Juan Pablo Soriano succeeds Michael Beneman as director general of MOODY'S ESPANA. Beneman moves to a new role as vice-president, developing markets, co-ordinator at the US credit ratings group.

■ Tong Chong Heong has returned to FAR EAST LEVINGSTON SHIPBUILDING, the Singapore-based oil rig construction specialist, as executive director. He was previously managing director at Keppel Cairncores Shipyard in Brisbane, part of the sister Keppel Group.

■ Geoff Kleiman joins WOOLWORTHE'S Australia as chief finance officer.

■ Malcolm Brown has been appointed group head of research at W.I. CARR, the Hong Kong-based stockbroking arm of Banque Indosuez. He joins in February from Hoare Govett in London, where he is head

of UK equity research. ■ Ram Tarneja and R. Vijayaraghavan have joined the board of ITC, the Indian tobacco and hotels conglomerate, as non-executive directors.

■ Alex Kumar becomes president, international of REV'LON's consumer products group, reporting to George Fellows, the US cosmetics group's chief operating officer.

■ Chen Kuo-yung has resigned as president of Taiwan's CHINESE PETROLEUM CORP, following an explosion at the Taoyuan refinery.

■ Glenn Karm rises to president of the mono pump division at DRESSER INDUSTRIES, and Paul Butzberger to executive vice-president of the oil tools division.

## International appointments

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British Rail International Limited (BRIL) is a subsidiary company of British Railways Board (BRB) and is being offered for sale.

The main activities of the business are as a marketing and sales agent specialising in:

- The sale and distribution overseas of UK rail travel products, Eurostar and London Transport tickets
- The sale and distribution of European Railway tickets in Britain
- The sale of Eurostar tickets in Britain

BRIL operates in the UK and, through subsidiaries, representative offices and branches in eight other European countries and the USA. BRIL also generates income through General Sales Agents in a number of other overseas countries.

Unaudited gross income earned for the year ended 31 March 1996 was £19 million. With headquarters in Victoria, London, BRIL had a total of 174 permanent and temporary staff in 10 countries as at 12 October 1996.

This advertisement is issued by the British Railways Board and has been approved solely for the purposes of section 57 of the Financial Services Act 1986 by Price Waterhouse who are financial advisers to BRB. Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Interested parties should contact: British Railways Board, Room 310, 25 Abchurch Lane, London EC4N 3DF Tel: 020 7553 0000 Fax: 020 7553 0100

**Price Waterhouse**



## BUSINESSES FOR SALE

BUSINESS FOR SALE  
**NRC Limited**

Paul Shipperlee FCA and Derrick Woolf FCA, the Joint Administrative Receivers offer for sale as a going concern the business and assets of the above plant hire and service company, specialising in cranes.

- Annual turnover of approximately £3m
- Skilled workforce of approximately 50
- Sole UK distributor for Japanese crane manufacturer
- Crane sales, hire, service, steel fabrication and spare parts
- Leasehold property in Orsett, Essex
- Leasehold depot in Manchester
- Fleet includes cranes, grabs, skips, excavators and hydraulic platforms

For further information interested parties should contact the Joint Administrative Receivers, asking for Lisa Williams at Levy Gee, 100A Chalk Farm Road, London NW1 8EL. Tel: 0171-267 4477 Fax: 0171-485 1486.

On the instructions of R. Robinson FCA and G.F. Blackburn FCA of Buchler Phillips Trustees, the Joint Administrative Receivers of Skyddagde Paper Products Ltd.

FOR SALE  
AS A GOING CONCERN  
DISPOSABLE NAPPY MANUFACTURER

- Two modern leasehold factories in Southwark totalling approximately 12,000 sq m (129,500 sq ft), fully equipped to include four nappy and one nappy plant lines
- Blue Chip Financial Review
- Local workforce of 130
- Turnover £105,000,000 £11 million

**Weatherall**  
Green & Smith  
29 King Street Leeds LS1 2HP  
0113-244 2066

## MAGAZINES FOR SALE

Two complimentary and established consumer sports titles. Turnover of £800,000, with 10,000 subscribers and strong advertising base.

Please apply for details to Box B4996, Financial Times, One Southwark Bridge, London SE1 9HL.

Ion Deposition Limited  
(In Administration)

The Joint Administrators offer for sale the business and assets of Ion Deposition Limited.

- Vacuum aluminium coating for corrosion protection of high performance materials
- Accounts for year ended 31 December 1995
- Turnover £1 million
- Profit before tax £376,000
- Based at Corby, Northants
- Leasehold premises of 11,000 sq ft
- Recognised quality approvals

For further information, contact Chris Hill, Ernst & Young, Provincial House, 37 New Walk, Leicester LE1 6TU. Telephone: 0118 254 9818 Fax: 0118 255 1357

## ERNST &amp; YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International and is authorised by The Institute of Chartered Accountants in England and Wales to carry on business in the United Kingdom.

SHOPFITTINGS  
REFRIGERATION

Importers/Contractors  
North West based  
Turnover £1 million.  
Profits/loss marginal.  
Owners retiring. Vast potential assets.  
property/stock  
£450k. Total price for quick sale only £250k  
Tel: Geoff McGrath  
01706 876008

## INTERNATIONAL MEDIA / DIRECT MARKETING

Established international direct marketing operation in the publishing sector is to be spun-off into four separate companies. We seek a buyer for one of these companies, to retain exclusive regional rights. Excellent projected return based on 3 years trading. Ideal as add-on business or for inactive owner. For sale at approx. £200,000, subject to terms. Box B4917, Financial Times, 1 Southwark Bridge St, London SE1 9HL.

## RETIREMENT SALE

Long established, small, profitable, business publishing information service on the internet, with major development potential. Write to Box B4994, Financial Times, One Southwark Bridge, London SE1 9HL.

REPUBLIC OF POLAND  
MINISTER OF THE STATE TREASURYINVITES TENDER OFFERS  
Concerning Purchase of Shares in the Share Capital  
OF THE ROAD AND BRIDGE CONSTRUCTION EXPORT  
ENTERPRISE  
"DROMEX" JOINT-STOCK COMPANY SEATED IN WARSAW

The Minister of the State Treasury, acting on behalf of the State Treasury of the Republic of Poland, in accordance with Art. 23 of the Law on Privatisation of State-Owned Enterprises of July 13, 1990 (Dz.U. No. 51 item 298 with further amendments) invites tender offers from Potential Investors interested in purchasing stakes of shares constituting at least 10% of share capital of the Road and Bridge Construction Export Enterprise "DROMEX" Joint-Stock Company seated in Warsaw, hereinafter referred to as "DROMEX" S.A. or "the Company".

According to the Law of Commercialisation and Privatisation of State-Owned Enterprises of August 30, 1996 (Dz.U. No. 118, item 561) entitled employees will be offered a stake up to 15% of shares in the share capital of "DROMEX" S.A. free of charge.

According to the Resolution of the Council of Ministers, No. 86 of October 4, 1993, a stake of 5% of shares in the share capital will be reserved by the State Treasury for privatisation purposes.

"DROMEX" S.A. activities comprise: construction of motorways, roads, streets, road junctions and interchanges, construction of airfields, runways, taxiways and underground installations, construction of bridges, viaducts and flyovers, construction, modernisation and electrification of railway lines and accompanying objects, deep foundation engineering (piling), construction and exploitation of crushing plants and quarries, exportation and importation of wide assortment of building materials, house equipment, cars, machines, textiles and consumer goods.

Parties interested in proceeding with this offer are kindly requested to contact "Polish Institute of Management Limited (PIM) acting on behalf of the Minister of the State Treasury in this project.

Address: "Polish Institute of Management" Sp. z o.o. (PIM)

02-691 Warsaw, Obrezna St. 3, IX floor

phone (22) 43 66 51-53 fax (22) 43 87 30

Transaction manager: Ms. Monika Pielaszek

Information on the Company profile will be submitted to Potential Investors by PIM upon signing up the appropriate "Letter of Confidentiality".

Preliminary offers, prepared in accordance with the guidelines for Potential Investors contained in the Information Memorandum should be submitted by January 17, 1997, 3.00 pm, Warsaw time.

Minister of the State Treasury reserves the right to extend period allocated to offer submission, to change the procedure, reject submitted offers or not to undertake negotiations without explanation.

BUILDING CONTRACTOR Refractory  
T/O 774 London-based. Retirement  
Sale. Write to Box B4924, Financial  
Times, One Southwark Bridge, London  
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Unique Opportunity to acquire important business as fully equipped going concern. Est. over 25 yrs in main road in prosperous area N. Middlesex. No competition. Certified net profits well in excess of £100k on 1/6 of 400k. Fully computerised easily run by long serving staff. New 15 yr lease. Loyal customer base. £295k owner retiring after 35 yrs in the business.

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Capacity 60 Tonnes per week.  
Northern England  
Principals only. Write to:  
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## South East

A well established, profitable printer with high quality customers.

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- Turnover £6.5m - Healthy profits
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- Blue Chip customer base
- South East location

For further details contact David Brooks/Sanjiv Eliatamby at Grant Thornton Corporate Finance, Grant Thornton House, Melton Street, London NW1 2EP. Tel: 0171 728 2255 Fax: 0171 387 5371.

## Grant Thornton

The U.K. member firm of Grant Thornton International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

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SUBSTANTIAL OFFERS ARE INVITED FOR THE 125 YEAR LEASEHOLD INTEREST DATING FROM 24TH DECEMBER 1984

Contact: Derek Gammage/Paul Harzop  
Hotel Department  
0171-629 8171

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Primarily Corporate Services  
Well established with continuous growth record. Net profits DRO US\$400,000 pa. Possibility of sale with or without offices and personnel. Contact:  
Michael Parker Esq.  
Clyde & Co., 51 Brompton,  
LONDON EC3M 4UP  
Tel: 0171 423 1244 Fax: 0171 423 5427

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OPPORTUNITY

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Every week, every company that has gone into liquidation or receivership, what they did and who the liquidator or receiver is.

Tel: 01882 800808 or Fax: 01882 800807  
For further details.

## COMPANY FOR SALE

Profitable USA manufacturer of prefabricated steel and aluminium sheet product. \$14M sales, excellent growth. call  
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314-991-5150  
or Fax 314-991-4750

## CIVIL ENGINEERING CO

located in S.E. England with good on-going contracts, T/O £1m, good profit record. Management could continue.  
Write to Box B4915, Financial Times, One Southwark Bridge, London SE1 9HL.

## PUBLIC NOTICES

IN PARLIAMENT  
SESSION 1996-97

## LOYDS TSX

NOTICE IS HEREBY GIVEN that application is being made to Parliament by Lloyds Bank Plc, TSB Bank plc and HSBC Bank Limited for leave to introduce to the House a Bill under the above title or short title for purposes of which the following is a concise summary:

To provide for the transfer to and vesting in Lloyds Bank Plc of the undertakings of TSB Bank plc and HSBC Bank Limited.

On and after 4th December 1996 a copy of the Bill may be inspected and copies obtained at the price of £1 each at the office of:  
Lloyds Bank Plc,  
P.O. Box 177,  
Canary Wharf,  
London E14 9YU.

TSB Bank plc,  
P.O. Box 6000,  
Victoria House,  
Victoria Square,  
Birmingham, B1 1BE.

HSBC Bank Limited & Finance,  
Barbican House,  
55-57 Gresham Street,  
London EC2V 7JA.

Meen Dwyer Bell Martin,  
11 Dares Street,  
Westminster,  
London SW1N 6DQ.

Objection to the Bill may be made by depositing a Petition against it, if the Bill originates in the House of Commons, the latest date for depositing such a Petition is the Petition Bill Office of that House will be 30th January 1997; if it originates in the House of Lords, the latest date for depositing such a Petition is the office of the Clerk of the Parliament in that House will be 6th February 1997. Further information may be obtained from the Private Bill Office of the House of Commons, the office of the Clerk of the Parliament, House of Lords and the office of the under-secretary of the Parliamentary Agents.

Dated 3rd December 1996

DYSON BELL MARTIN,  
11 Dares Street,  
Westminster,  
London SW1N 6DQ.  
Parliamentary Agents.

DEPARTMENT OF ECONOMIC DEVELOPMENT  
INTRODUCTION OF GAS OF THE NORTH  
WEST OF NORTHERN IRELAND AND  
COMPILATION OF CIRCULATION LIST

Recently the Department of Economic Development granted licences to British Gas Trading Ltd for the supply of gas to Prenter Transco Ltd for the conveyance of gas; and to Phoenix Natural Gas Ltd for the supply and conveyance of gas in the Greater Belfast area. (Copies of these licences can be obtained from the Director General of Gas for Northern Ireland, Brookmount Buildings, 42 Fountain Street, Belfast, BT1 3SE, on payment of a fee.) A feasibility study into possible North/South interconnection, extending supply south of the Greater Belfast area, is already underway.

To facilitate the further development of the gas industry in Northern Ireland the Department now wishes to invite expressions of interest from companies and/or consortia in participation in a feasibility study into the possibility of introducing gas to the North West of Northern Ireland.

The Department will consult with those parties who have submitted expressions of interest in a North West study with a view to establishing the nature and form of their participation in the proposed feasibility study.

The results of any feasibility study will be published and participation in it will be strictly on the basis that such participation does not create or imply any right or expectation as respects any subsequent development of the gas industry or in relation to the granting of any licences.

Written expressions of interest should be forwarded to the Department of Economic Development, Energy Division, Northern Ireland, Massey Avenue, Belfast BT4 2DP to arrive no later than 5.00 pm on Tuesday, 31 December 1996.

In addition, the Department invites interested companies/consortia to register for inclusion in a circulation list for future documents, including any Consultation Paper issued by the Director General, on options for the progressive development of the natural gas industry in currently unlicensed areas of Northern Ireland.

Interested companies/consortia wishing to be included in the circulation list should also write to the Energy Division of the Department of Economic Development.

INVITATION FOR  
EXPRESSIONS OF INTEREST

The Ministry of Defence, Royal Air Force Strike Command has a requirement for the supply of site energy for RAF Saxa Vord in Shetland. The main requirement is for the provision of power to the Technical Site, heat and power to the Domestic Site.

Additionally, the Authority is interested in solutions that can address the following: Stand-by power links to the Families Quarters, upgrade to the thermal efficiency of Domestic Site buildings, and heat to Families Quarters from captured waste heat.

The existing power house facility and plant which supplies 412/240V 50Hz AC is 40 years old in a poor state of repair and will need to be demolished. The site would be available on long lease to any supplier who could make use of it.

Expressions of interest are invited for the provision of the above requirement on the basis of a Private Finance Initiative project for a period of 25 years. Proposals which embrace this requirement within a wider context which may be to the Authority's advantage will also be considered. Potential tenderers will be required to register their interest in writing and to pre-qualify. An invitation to negotiate for this work is planned to be issued in April 1997. Expressions of interest should be made by 18 December 1996 to:

CBSTC's Building 1512  
RAF Dunsford, Dunsford Hill Lane  
Blyth Wymond, Bucks HP11 1SH

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Agencies in the Financial Times on  
Tuesdays, Fridays and Saturdays. For  
further information or to advertise in  
this section please contact  
Karl Loggion on -44 0171 673 4874







## CURRENCIES AND MONEY

## European central bankers talk dollar higher

## MARKETS REPORT

By Simon Kuper

The dollar touched a six-week high against the D-Mark yesterday, buoyed by continuing speculation that France and Germany would weaken their currencies and by strong US economic data.

The French President Jacques Chirac and the German Chancellor Helmut Kohl met this weekend to reject calls by French politicians and policymakers for a weaker franc against the D-Mark. The franc firmed against the D-Mark yesterday.

But Mr Jean-Claude Trichet, Bank of France governor, told the FT that a lower franc against the dollar was "another market".

The dollar was also boosted by a far stronger than expected US National

Association of Purchasing Management index, and by strong US construction spending figures. The dollar closed in London 0.4 pence up against the D-Mark at DM1.642.

It closed only 0.1 down against the yen, having dropped sharply in early trading after Mr Yasuo Matsuoka, governor of the Bank of Japan, said Japan's economic recovery "appears to be becoming more solid".

Sterling rose on the strong dollar and the market's belief that UK interest rates will go up this month, probably after the December 11 monetary policy meeting. The pound gained 1.5 pence against the D-Mark to DM2.598 and half a cent against the dollar to \$1.665.

The Swiss franc hit a 25-

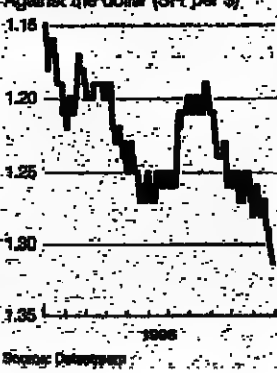
month low against the dollar, closing at SF1.313 after the Swiss National Bank injected liquidity into money markets. SNB officials have recently welcomed a weaker franc.

France and Germany want a stronger dollar. The problem is how to achieve it. France has said it will ask the G7 to raise the issue. But Mr Rob Hayward, economic advisor at Bank of America in London, doubted whether the US would agree to strengthen its currency.

Some currency analysts believe that the Bundesbank will cut interest rates soon, to sustain the German economic recovery as well as to boost the dollar. But Mr Hayward points out that German rates are already well below US levels, in some European countries, rates are at record lows. Nor is it Bundesbank practice to cut interest rates in order to manage exchange rates, particularly not another

## Swiss franc

Against the dollar (\$Ft per \$)



Source: Bloomberg

and investors waited for the euro to prove its strength. But Mr Issing also said that the euro's launch could cut demand for foreign currency holdings, thus hurting the dollar. However, the markets largely ignored the second comment, even though Mr Issing concluded: "The net effect of these various occurrences cannot be determined in advance."

Most currencies traders think the pound has peaked. Yesterday it briefly passed DM2.60 - the median forecast for sterling's peak against the D-Mark in last week's IDEA survey of trading houses.

A gloomy message also emerged from Merrill

Lynch's quarterly survey of global investors. The poll showed that fund managers had raised their holdings of sterling well beyond their own targets for currency exposure. They might therefore seek to sell pounds.

Mr Ian Grange, currencies trader at Schroder in London, cited trading last Wednesday afternoon as an omen. The pound fell sharply then, even though no negative news had emerged. "It collapsed because the whole world was long," Mr Grange said. "If most people have bought the pound already, then it can't go much higher." Sterling has appreciated 12 per cent since August.

Yet few traders expect it to drop before the UK next raises interest rates. IDEA's poll suggests sterling will peak at the end of January.

For the latest market update, ring FT Cityline on +44 900 206909

To subscribe, call +44 171 573 4378

## POUND SPOT FORWARD AGAINST THE POUND

Dec 2	Closing	Change	Dec 2	Closing	Change	Dec 2	Closing	Change	Dec 2	Closing	Change
Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread
Europe	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Australia	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Canada	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Denmark	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
France	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Germany	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Italy	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Japan	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Netherlands	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Norway	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Portugal	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Spain	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Sweden	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Switzerland	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
UK	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
USA	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Dec 2	Closing	Change	Dec 2	Closing	Change	Dec 2	Closing	Change	Dec 2	Closing	Change
Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread
Europe	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Australia	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Canada	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Denmark	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
France	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Germany	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Italy	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Japan	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Netherlands	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Norway	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Portugal	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Spain	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Sweden	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Switzerland	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
UK	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
USA	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

Dec 2	SPV	DM	FF	DM	FF	DM	FF	DM	FF	DM	FF
Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread	Mid-point	on day	spread
Belgium	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Canada	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Denmark	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
France	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Germany	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Italy	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Japan	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Netherlands	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Norway	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Portugal	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Spain	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Sweden	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
Switzerland	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
UK	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3
USA	12.644	+0.003	754	894	18.288	18.246	18.246	2.2	18.144	2.2	104.3

## JAPANESE YEN FUTURES (JYF) 125,000 per 100

Dec 2	Open	High	Low	Est. vol	Open Int.
Dec	12.644	+0.003	754	894	18.288
Jan	12.644	+0.003	754	894	18.288
Feb	12.644	+0.003	754	894	18.288
Mar	12.644	+0.003	754	894	18.288
Apr	12.644	+0.003	754	894	18.288
May	12.644	+0.003	754	894	18.288
Jun	12.644	+0.003	754	894	18.288
Jul	12.644	+0.003	754	894	18.288
Aug	12.644	+0.003	754	894	18.288
Sep	12.644	+0.003	754	894	18.288
Oct	12.644	+0.003	754	894	18.288
Nov	12.644	+0.003	754	894	18.288
Dec	12.644	+0.003	754	894	18.288

## EUROPEAN CURRENCY UNIT RATES

Dec 2	Open	High	Low	Est. vol	Open Int.
Dec	12.644	+0.003	754	894	18.288
Jan	12.644	+0.003	754	894	18.288
Feb	12.644	+0.003	754	894	18.288
Mar	12.644	+0.003	754	894	18.288
Apr	12.644	+0.003	754	894	18.288
May	12.644	+0.003	754	894	18.288
Jun	12.644	+0.003	754	894	18.288
Jul	12.644	+0.003	754	894	18.288
Aug	12.644	+0.003	754	894	18.288
Sep	12.644	+0.003	754	894	18.288
Oct	12.644	+0.003	754	894	18.288
Nov	12.644	+0.003	754	894	18.288
Dec	12.644	+0.003	754	894	18.288

## UK INTEREST RATES

## LONDON MONEY RATES

Dec 2	Overnight	7 days	Three months	Six months	One year
Dec	12.644	+0.003	754	894	18.288
Jan	12.644	+0.003	754	894	18.288
Feb	12.644	+0.003	754	894	18.288
Mar	12.644	+0.003	754	894	18.288
Apr	12.644	+0.003	754	894	18.288
May	12.644	+0.003	754	894	18.288
Jun	12.644	+0.003	754	894	18.288
Jul	12.644	+0.003	754	894	18.288
Aug	12.644	+0.003	754	894	18.288
Sep	12.644	+0.003	754	894	18.288
Oct	12.644	+0.003	754	894	18.288
Nov	12.644	+0.003	754	894	18.288
Dec	12.644	+0.003	754	894	18.288

## EUROPEAN CURRENCY UNIT RATES

## EUROPEAN CURRENCY UNIT RATES

Dec 2	Open	High	Low	Est. vol	Open Int.
Dec	12.644	+0.003	754	894	18.288
Jan	12.644	+0.003	754	894	18.288
Feb	12.644	+0.003	754	894	18.288
Mar	12.644	+0.003	754	894	18.288
Apr	12.644	+0.003	754	894	18.288
May	12.644	+0.003	754	894	18.288
Jun	12.644	+0.003	754	894	18.288
Jul	12.644	+0.003	754	894	18.288
Aug	12.644	+0.003	754	894	18.288
Sep	12.644	+0.003	754	894	18.288
Oct	12.644	+0.003	754	894	18.288
Nov	12.644	+0.003	754	894	18.288
Dec	12.644	+0.003	754	894	18.288

## EUROPEAN CURRENCY UNIT RATES

## EUROPEAN CURRENCY UNIT RATES

00.0010	0.9027	0.8904	100	4,526
+0.0009	0.9035	0.9027	1,088	662
552.500 per c				
00.0030	1.8896	1.8912	3,758	67,691
+0.0009	1.8928	1.8932	591	2,453
-0.0008	1.8780	=	1	1,298
CURRENCY UNIT RATES				
Unit	Change on	% ch./	% spread	Div. inv.
Dec	day on	from	v weak/	
3756	-0.0014	-0.26	8.67	42
3780	+0.0032786	+0.08	2.70	5
3796	-0.0001456	-0.003	2.33	1
44	+0.0054	+0.26	2.14	2
73.30	-3.54	0.04	1.83	-0
73.40	+0.0039	0.55	1.52	-3
73.50	+0.0047	0.70	1.17	-0
7057	+0.00317	0.77	1.10	-8
7069	-0.0023	0.79	1.07	-6
7987	+0.00421	1.19	0.72	-8



## NFU sets out cereal quality assurance plan

By Alison Maitland

Plans for the first UK-wide farm assurance scheme for grain were unveiled yesterday by the National Farmers' Union.

Under the scheme, consumers buying bread or other food products should be able to find out if their purchases are being made with cereals produced and handled in accordance with food safety legislation and best farming practice.

The NFU said the need to guarantee the quality and safety of cereals crops had been driven by the "mad cow" crisis, concern over genetically modified foods, and the supermarket.

Tracing cereals through the production chain is more complex than for meat because grain from different farms is mixed to produce the volumes required by millers and other users. The same problem applies to other commodity products, such as milk.

Mr Peter Limb, chairman of the NFU cereal committee, said it would never be possible to trace a loaf back to an individual farm, but it might be possible to say the wheat had come from one of a number of farms in a region all producing to the same standards.

The idea is to provide

assurances to cereal users that the grain was grown with the minimum chemical inputs necessary, transported in clean lorries and kept in hygienic stores. Millers, supermarkets and brewers would then be able to tell their customers that certain standards had been met.

"In many cases, the standards are in place, but the records are not being kept," said Mr Limb, at a conference entitled "Winning on World Markets", organised by Crops magazine.

The NFU, which plans for the scheme to be run by the grain industry and to be in place for next year's harvest, wants 70-80 per cent of UK cereal production covered within the first few years.

But the plans were attacked for relying initially on self-auditing by farmers, rather than independent verification of quality claims. Mr David Jack, chairman of Scottish Quality Cereals, a scheme covering about a quarter of Scottish cereal output, said: "I believe the trade won't buy it unless it's independently audited."

Mr David Richardson, chairman of Linking Environment and Farming (LEAF), which promotes minimal use of chemicals in agriculture, said the scheme should set environmental standards.

## Barrick takes the heat out of Meikle

Sometimes when a drill hits into the rock at the Meikle underground mine in Nevada, steam and water vapour come streaming out. Hot springs injected the rock with gold between 7m and 14m years ago. In geological terms that was a recent phenomenon, so the rocks are still cooling down.

Touching the rock in some places is like touching a metal kettle just after it has boiled. Ground water temperatures average 140°F (60°C).

However, those same hot springs deposited at least 6.6m troy ounces or 205 tonnes of gold in the Meikle deposit. There is an average of 0.68 ounces of gold in every tonne of ore, making it one of the highest grade mines in the US.

As mine manager Mr Rod Pye points out, Barrick Gold, the Canadian company which owns the Meikle and the nearby Betze-Post open pit mine, has to move only two tonnes of rock to produce an ounce of gold at Meikle, compared with 79 tonnes in the open pit.

When Meikle reaches full production at the end of the year, Barrick should be mining 2,000 tonnes of ore a day and the mine is expected to deliver an annual 400,000 ounces of gold, making it the biggest producing underground gold mine in the US.

Preparing to get the gold out is not easy. Unlike South Africa's deep gold mines, Meikle does not get hotter the deeper you go. The heat is constant. Whenever rock is broken, heat is released.

"There are some places in this mine where people would die from the heat if we had let nature take its course," Mr Pye says. "But we can make winter weather in the mine even on the hottest summer day. We can lower the temperature from 100°F to 50°F."

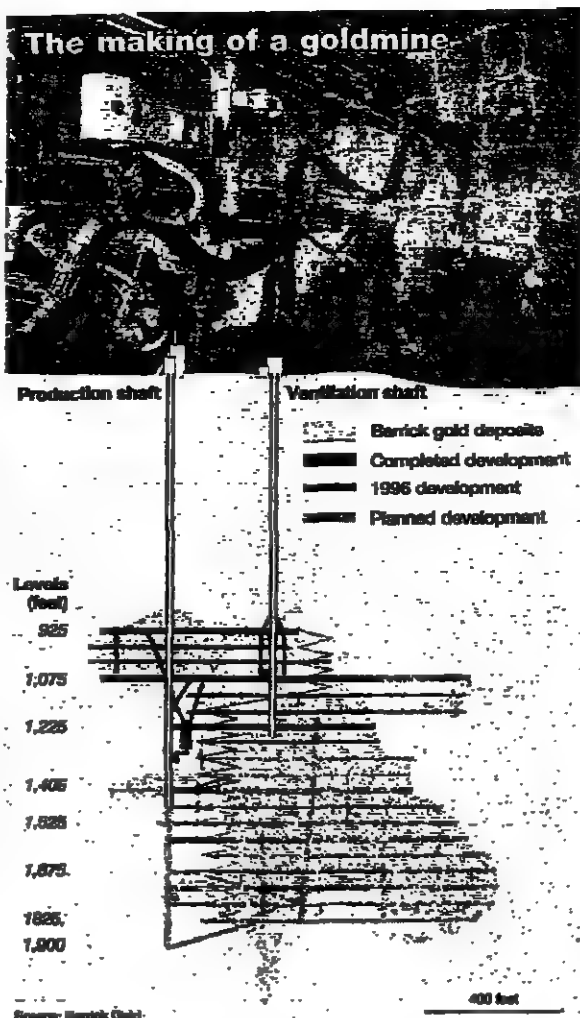
To develop its mine, Barrick first had to lower the water level. This was accomplished in tandem with the mine at Betze-Post, where most of the ore was below the original water table. The water table was drawn down, through pumping, ending at 800ft (244m) below the pit floor. This also lowered the water table in the Meikle deposit.

For the next step, Barrick borrowed technology used in South Africa's deep mines. It has spent \$10m of the total \$180m needed to develop Meikle on installing the biggest mine refrigeration system in North America.

It can pump about 600,000 cu ft (17,000 cu m) or almost 12.5 tonnes of air a minute at 40°F through the mine. This produces a comfortable average temperature of just over 81°F throughout the mine.

"We are not using any untried technology in Meikle. Nothing unique," Mr Pye says. "We faced enough risks anyway. For example, we did not know what the impact of the heat would be before we started developing the mine. So we looked around the world at other mines to see what was best for us."

Equipment was purchased to suit the ore body and people were hired for their suit-



ability to work on the deposit.

Leading the Barrick team was Mr Louis Dionne, the vice-president of Canadian operations, chosen because of his experience in Canada,

where most mines are underground and accessed through vertical shafts, unlike most gold mines in the US that are open pit or entered through tunnels.

Construction of the mine

started in March 1994. By December last year Barrick had reached the present depth of 1,480ft. The ventilation shaft goes to a depth of 1,320ft and was finished in June.

Naming mines can be tricky but Barrick had no hesitation about its new project, once it became clear it was going to be a big, long-life, low-cost about \$125 an ounce - producer.

Meikle is named after Mr Brian Meikle, Barrick's senior vice-president of development until his retirement. It was he who helped persuade Barrick to buy the Goldstrike property on Nevada's Carlin Trend, which now contains Betze-Post and Meikle.

The two mines produce about 2m ounces of gold a year, nearly one-third of all the gold mined in Nevada and about one-fifth of the gold mined in the US.

Goldstrike's riches have helped make Barrick the third-largest gold producer in the world - the property already has 30m ounces of gold in its reserves.

Mr Eric Lauher, chief exploration geologist, remembers the excitement in 1988 and 1989 when Barrick's drill rigs were hitting 1m ounces of gold each month.

Even so, he says, the Meikle deposit was nearly missed. The target area had been scheduled to have 15 holes drilled in it in those two years. Not until the thirteenth hole did Barrick hit the Meikle ore.

Kenneth Gooding

## Rio Algom to raise output in Chile

By Bernard Simon in Toronto

Canada's Rio Algom plans to boost output at its Cerro Colorado copper mine in northern Chile by almost 70 per cent, at a cost of US\$198m.

The project is due for completion by mid-1998, raising annual refined copper production to 250m lbs in 1998, from 130m lbs now.

Reserves at the expanded rate will be sufficient for about 20 years of production, and the expansion will lower average cash costs to 48 cents a pound from 53 cents, in 1998 dollar terms.

Cerro Colorado, which came on stream in mid-1994, completed a 50 per cent expansion late last year. The mine, located 130km inland in the Atacama desert, produces cathode copper using a pioneering bacterial and chemical leaching process which is followed by solvent extraction.

The mine's operating profit reached C\$37.4m (US\$27.8m) in the first half of this year, from revenues of C\$90.5m.

Separately, Cominco, a Vancouver-based metals group, said it planned to expand zinc mining projects in Alaska and Peru using the proceeds from the sale of its stake in Aur Resources, the Canadian copper producer.

It raised about C\$35m from the sale of less than 10 per cent of Aur's shares.

Cominco, which accounts for about 10 per cent of world zinc output and 6 per cent of lead, is in the process of expanding its big Red Dog mine in Alaska.

It is also expected to enlarge its 82 per cent-owned Cajamarquilla zinc refinery in Peru to an annual capacity of about 230,000 tonnes.

## Wave of selling lifts hopes of less turmoil in copper tomorrow

### MARKETS REPORT

By Kenneth Gooding and Robert Corzine

On the London Metal Exchange yesterday a wave of selling forced down copper prices, raising hopes that market turmoil forecast for

tomorrow - when dealers must declare whether they want to exercise options - is less likely.

The downward pressure was helped by suggestions that LME stocks will show another rise of between 4,000 and 4,500 tonnes when the exchange reveals the latest statistics this morning.

Nevertheless, traders said the market remained critically short of physical copper and extremely volatile. There was still a chance the price would jump in hectic options activity.

Copper for delivery in three months ended \$56 a tonne below Friday's close, at \$2,137. The pre-

mium for copper for immediate delivery compared with three-month metal eased from \$445 a tonne but was still high at \$185.

Selling by investment funds pushed platinum to a three-year low of \$573.75 at the afternoon "fix" in London. Gold closed down 45 cents an ounce at \$371.05.

Oil prices rallied in late London trading after a weak opening, on claims that Iraq has signed its first contracts for the sale of crude oil under the United Nations oil-for-food plan.

The price of benchmark Brent Blend for January delivery jumped to around 23.30 a barrel

on Monday evening, almost 40 cents up on Friday's close. Refined products also benefited from steady or firmer prices.

Crude and refined product prices on the Nymex also rose, although activity was modest at the first trading day after the long Thanksgiving weekend.

### COMMODITIES PRICES

#### BASE METALS

##### LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

##### ALUMINIUM, BILLY (per tonne)

Close 1486.5-90.5 1525-35

Previous 1505-10 1536-37

High/Low 1494 1536/1516

AM Official 1493-94 1525-29

Kerb close 1515-19

Open int. 247,483

Total daily turnover 66,972

##### ALUMINIUM ALLOY (per tonne)

Close 1326-35 1356-60

Previous 1335-45 1365-70

High/Low 1326-35 1372/1362

AM Official 1362-63

Kerb close 1365-70

Open int. 6,447

Total daily turnover 1,115

##### LEAD (per tonne)

Close 663-64 662-63

Previous 674-65 662-63

High/Low 674-65 682/683

AM Official 675-76 686-87

Kerb close 681-82

Open int. 39,267

Total daily turnover 10,252

##### NICKEL (per tonne)

Close 5740-50 5825-30

Previous 5730-40 5820-25

High/Low 5730-40 5870/5880

AM Official 5730-35

Kerb close 5840-50

Open int. 48,500

Total daily turnover 12,821

##### TIN (per tonne)

Close 6075-80 6099-100

Previous 6075-80 6095-100

High/Low 6075-80 6120/6080

AM Official 6095-100

Kerb close 6095-88

Open int. 13,467

Total daily turnover 2,990

##### ZINC, special high grade (per tonne)

Close 1047-5 1070-71

Previous 1045-48 1070-70

High/Low 1045-48 1072/1067

AM Official 1045-45

Kerb close 1066-67

Open int. 84,211

Total daily turnover 17,665

##### COPPER, grade A (per tonne)

Close 2420-25 2515-16

Previous 2468-73 2527-28

High/Low 2468-73 2540/2517

AM Official 2464-65

Kerb close 2521-32

Open int. 173,506

Total daily turnover 78,260

##### LME ALUMINIUM CLOSING US DOLLAR

LME Closing US rate: 1.8555

Sat 1 650 1 650 1 650 1 650 1 650

##### HIGH GRADE COPPER (COMEX)

Dec 105.80 -1.70 109.35 105.00 4 070 5,236

Jan 103.30 -5.50 104.00 103.30 1 450 5,791

Feb 101.60 -5.20 104.00 101.60 15 1,182

Mar 103.10 -1.70 104.00 103.10 4 889 6,165

Apr 95.40 -4.90 98.40 95.40 31 701

May 97.40 -3.90 99.60 97.40 307 4,062

Total 11,008 61,902

##### PRECIOUS METALS

##### LONDON GOLD MARKET

(Prices supplied by N.M. Rothschild)

Gold (Troy oz) 5 price 1 equiv SFR equiv

Close 370.70-371.00

Opening 370.70-371.00

Morning fix 370.50 219 790 484,985

Afternoon fix 370.75 223,056 485,275

Day's High 371.10-371.40

Day's Low 370.00-370.30

Reverts close 371.30-371.60

Open Latin Silver Gold Lending Rates (Yo US\$)

1 month 2.64 6 months 3.18

2 months 2.64 12 months 3.32

3 months 2.69

Silver Fix p/roy ct. US eqv equiv

Spot 260.75 473.30

3 months 264.70 479.00

6 months 265.05 484.30

1 year 268.15 496.80

Gold Cheques 5 price

Kruggerand 375.55-376.00

Maple Leaf 87-90 50-53

#### Precious Metals continued

##### GOLD COMEX (100 Troy oz; \$/troy oz)

Dec 389.0 -1.3712 388.5 9,127 6,880

Jan 376.0 -1.3712 376.7 27,846 91,986

Feb 373.0 -1.3712 373.7 484 20,380

Mar 373.0 -1.3712 373.7 574 12,982

Apr 374.0 -1.3712 374.7 20 5,430

May 374.0 -1.3712 374.7 22 5,105

Kerb close 374.0

Open int. 24,161

Total 24,161

##### PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Dec 376.0 -2.7370 376.0 391.0 1,747

Jan 376.0 -2.7370 376.0 407 4,440

Feb 376.0 -2.7370 376.0 5 988

Mar 376.0 -2.7370 376.0 2 212

Apr 376.0 -2.7370 376.0 1 698

May 376.0 -2.7370 376.0 2 212

Total 3,988 27,487

##### PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Dec 115.00 -0.55 115.70 114.50 1,213

Jan 117.00 -1.00 118.00 116.00 1,082 7,052

Feb 118.00 -1.25 119.25 118.25 3 282

Mar 120.00 -1.20 - 4 17

Total 1,984 6,949

##### SILVER COMEX (5,000 Troy oz; \$/troy oz)

Dec 46.75 -3.8 47.00 46.50 5,258 3,008

Jan 46.75 -3.8 47.00 46.50 26

Feb 47.45 -4.3 47.75 47.20 15,170 5,457

Mar 47.85 -4.3 48.10 47.85 1,822 8,855

Apr 48.57 -4.3 48.70 48.10 727 7,102

May 48.71 -4.4 48.80 48.55 16 12,135

Total 26,917 56,048

#### ENERGY

##### CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

Dec 23.78 -0.03 23.90 23.52 24,780 85,698

Jan 23.82 -0.02 23.90 23.08 14,559 45,080

Feb 23.90 -0.02 23.98 23.70 5,654 29,229

Mar 23.90 -0.01 23.98 23.90 3,540 19,671

Apr 23.90 -0.03 23.98 23.90 1,383 11,129

May 23.90 -0.03 23.98 23.90 1,404 21,179

Total 67,285 288,947

##### CRUDE OIL (Brent) (per barrel)

Dec 22.80 -0.03 22.90 22.68 5,646 54,854







**FT MANAGED FUNDS SERVICE**

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26	27	28	29	30
31	32	33	34	35
36	37	38	39	40
41	42	43	44	45
46	47	48	49	50
51	52	53	54	55
56	57	58	59	60
61	62	63	64	65
66	67	68	69	70
71	72	73	74	75
76	77	78	79	80
81	82	83	84	85
86	87	88	89	90
91	92	93	94	95
96	97	98	99	100

100

1945



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## LONDON STOCK EXCHANGE

## Shares still manacled by sterling's strength

## MARKETS REPORT

By Steve Thompson,  
UK Stock Market Editor

A fresh burst of strength in sterling, much of which derived from a growing conviction that UK interest rates will be lifted soon, proved an effective deterrent to buyers of UK equities.

There was further unease after Abbey National hoisted its mortgage rates by a quarter of a percentage point, a move expected to be followed by other lenders.

Share prices, which looked vulnerable from the outset, came under further pressure when Wall Street opened lower, with

the Dow Jones Industrial Average sliding more than 40 points in early trading.

By the close, the FTSE 100 index had recouped some of its earlier losses but nevertheless was 18.5 lower at 4,038.5.

The second tier index, the FTSE 250, held up relatively well, as good gains in the utilities sector, especially the regional electricity stocks, helped offset the damage wrought by a surprise profits warning from Rascal Electronics. The 250 index settled 13.7 off at 4,144.8, while the SmallCap index eased 1.6 to 2,160.0.

A weaker-than-expected purchasing managers index for November only partly alleviated

the interest rate fears, which are sure to continue until the December 11 monetary policy meeting between Mr Kenneth Clarke, the chancellor and Mr Eddie George, governor of the Bank of England.

Dealers insisted, however, that the fall in equity prices owed more to a defensive mark-down by marketmakers rather than to any weight of selling pressure.

It was also pointed out that the gilt-equity yield ratio fell below two on Friday, equities are generally regarded as looking cheap relative to gilts when the ratio slips below that level.

Turnover in London's equity market, which fell below the £1bn mark in terms of customer

business on Thursday and Friday of last week, looked almost certain to extend that trend to a third consecutive session. At the open, turnover came out at a lowly £583.8m.

The UK equity strategy team at BZW pointed out that sterling's strength "continues to cast a sizeable shadow over prospects for the market. We would fear that analysts' forecasts still have to catch up with what sterling has done so far. Year end round-ups with companies will probably be the catalyst for another round of downgrades."

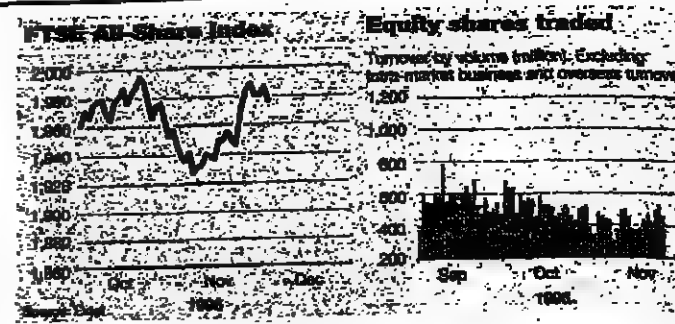
BZW added that the general industrial sectors have borne the brunt of sterling's strength,

pointing out that "of the 104 general industrial stocks in the FTSE 350, 90 have underperformed in the last month."

The day's company news was largely positive, apart from the Rascal warning, which saw the shares slump 18 per cent. The bad news from Rascal also triggered something of a sell-off in other electronics stocks.

Scottish & Newcastle was the best Footsie performer, responding to an excellent set of interim figures accompanied by news of a good start to the second half.

Abbey Life and Lloyds TSB were among the biggest Footsie winners as the market warmed to the prospect of higher margins.



Index	Value	Change
FTSE 100	4038.5	-18.5
FTSE 250	4144.8	-13.7
FTSE 350	4038.5	-18.5
FTSE All-Share	4038.5	-18.5
FTSE All-Share yield	3.81	3.79

Best performing sectors	Worst performing sectors
1 Breweries: Pubs & Rests +1.3	1 Electronics & Elec Equip -2.1
2 Property +0.7	2 Extractive Industries -1.5
3 Utilities +0.6	3 Engineering: Vehicles -1.1
4 Textiles & Apparel +0.5	4 Insurance -1.0
5 Health Care +0.3	5 Diversified Industries -1.0

## FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFFB) 225 per full index point (APT)									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	4055.0	4055.0	-15.0	4055.0	4038.0	10088	54341		
Mar	4080.0	4078.5	-15.5	4080.0	4058.0	2017	56259		
Jun	4082.0	4078.0	-17.0	4082.0	4058.0	0	1815		

FTSE 250 INDEX FUTURES (LFFB) 120 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	4420.0	4420.0	-10.0	4435.0	4420.0	180	250		
Mar	4485.0	4480.0	-11.0	4485.0	4465.0	60	1840		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
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Mar	3950	3950	0	3950	3950	4100	4100		

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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
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Mar	3950	3950	0	3950	3950	4100	4100		

EURO STYLE FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
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	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
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FTSE 100 INDEX OPTION (LFFB) 100 per full index point									
	Open	Sett	Change	High	Low	Est. Vol	Open	Sett	Open
Dec	3950	3950	0	3950	3950	4100	4100		
Mar	3950	3950	0	3950	3950	4100	4100		

94.36	1470.56	6.80	1.16	16.34	69.33	663.21	Mercury Asset Man	169	1209	-0.1
10.08	3555.02	3.86	1.93	16.80	144.40	1422.10	Morrison (Wm.)	13	168	2
26.35	2784.59	-4.70	1.70	15.82	126.04	1000.29	NFC	212	189	2
							NatWest Bank	5,200	986	1
							NatWest Global			



**Highs & Lows shown on a 52 week basis**

## WORLD STOCK MARKETS

[illegible]

**Rockwell's advanced technology is helping railroads improve performance and promote safety.**



INDICES										US INDICES									
Dec 29	Nov 29	High	Low	1988	Dec 29	Nov 29	High	Low	1988	Dec 29	Nov 29	High	Low	1988	Dec 29	Nov 29	High	Low	1988
Argentina					Japan	1542.10	1382.00	1088.30	722.22	297	7056.32	1383			South Africa	100.00	100.00	100.00	100.00
Australia (Dec 2/77)					Japan (Feb 7/88)	1542.10	1382.00	1088.30	722.22	297	7056.32	1383			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Brazil (Dec 2/77)					Malaysia	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Canada (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
France (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Germany (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Italy (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Spain (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Sweden (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Switzerland (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
UK (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
US (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
West Germany (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
Yugoslavia (Dec 2/77)					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
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					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
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					Malaysia (Feb 7/88)	1940.07	1875.15	1877.44	1222.22	297	7042.07	272			South Africa (Feb 7/88)	100.00	100.00	100.00	100.00
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# US leaders retreat on profit-taking

## AMERICAS

US blue chips retreated slightly from their recent highs in early trading but smaller capitalisation stocks posted gains, led by the technology sector, writes John Authers in New York.

The Dow Jones Industrial Average of 30 large stocks slipped back below the 5,500 mark, standing at 5,482.57 at the end of the morning, down 30.13 for the day, having fallen lower. The broader Standard & Poor's 500 also fell, down 3.78 to 753.24. Some of this was due to profit-taking after last week's abnormally high activity.

However the Nasdaq, which covers generally smaller companies and has an increasingly heavy technology weighting, gained very slightly, and was up 0.75 at 1,293.38.

Several indicators, including the latest National Association of Purchasing Management Index, construction spending figures, and anecdotal evidence of heavy spending in the Thanksgiving weekend sales, suggested that the economy was growing slightly faster than forecast.

But these figures were not worrying enough to stimulate significant selling, with analysts saying that they were consistent with non-inflationary growth.

There was little corporate news to push the market in the aftermath of the Thanksgiving holiday, and there were few wide moves. The biggest exception was America Online, the largest US Internet provider, which

gained 3% to 33% by midday, a gain which dealers attributed to a positive research note from Lehman Brothers.

AOL has been one of the most closely watched on the market for several months. It still has more subscribers than any other on-line or internet service, but the market has been concerned by the possibility that it will start to lose its new subscribers to the growing competition from direct internet service providers. The speculation was that the company, in the middle of a heavy promotional campaign, had managed a strong gain in subscribers for November.

IBM also regained its recent strength, up 3% at \$103. Other technology stocks to enjoy a strong day included Compaq, up 1% to \$33.5, and Texas Instruments, up 1% at \$65.

TORONTO followed Wall Street lower, ending the morning session with the 300 composite index off more than half a percentage point. At noon, the index was down 38.30 at 5,977.37.

Stock declines led advances by about three-to-two with 11 of the index's 14 sub-groups deep into negative territory. Gold shares were 1.8 per cent down and banking was off 1.1 per cent.

Among blue-chips, Barrick Gold fell 80 cents to C\$39.50. Royal Bank of Canada retreated 70 cents to C\$49.15 and Toronto-Dominion Bank ended C\$1 lower at C\$85.

Alcan Aluminium dipped 10 cents to C\$47.90 and Canadian Pacific was 5 cents lower at C\$37.35.

## EUROPE

Carmakers, currencies and a volatile US equity market gave bourses a day of dismay in some quarters and happy affluence in others.

Among automotive industry leaders, Volkswagen took another tumble on the ongoing legal dispute with General Motors of the US, following Friday's resignation of Mr José Ignacio López, the group's former purchasing manager and a former GM employee; Renault, also weak, reacted to a drop in French car sales for November; and Volvo failed to respond to a 35 per cent jump in Swedish registrations.

However, Friday's strength on Wall Street, combined with another climb in the dollar, gave broad markets a good start. Seven reached new all-time highs although the Dow, by the late American morning, had recovered only a part of its early, near-30 point drop.

FRANKFURT peaked again, but only just. The Dax index traded in a narrow range and in this volume, closing 4.82 higher at 2,853.48.

Turnover fell from DM13.8bn to DM9.2bn but, within that, business in VW moved up from DM897m to DM1.57bn.

Profit-taking at international blue chips prompted TOKYO dealers to unwind long positions as the Nikkei average fell below the 21,000 level. More than 180 issues marked new lows for the year, writes Owen Robinson.

The 225 index dropped 348.67 or 1.6 per cent to 20,874.69, closing at its day's low after a high of 21,087.88. Volume thinned to an estimated 294m shares against Friday's 322m. Declines led advances by 55 to 225, with 171 unchanged.

A sharp decline in index futures sparked a flurry of selling in the afternoon, as arbitrageurs moved to unwind long positions in stock index futures to cash in on surging bond prices.

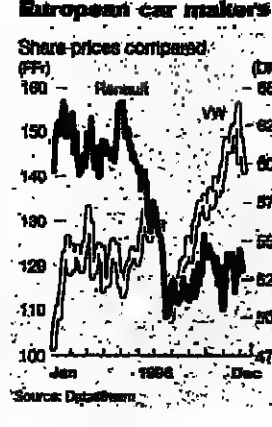
The Topix index of all first-section stocks shed 20.61 to 1,542.19 and the capital weighted Nikkei 300 was down 4.31 at 291.25. In London, the ISE/Nikkei 50 index was up 4.03 at 1,483.13.

Blue chip losers included Toyota, which fell ¥80 to ¥3,080, and TDK, off ¥80 to ¥3,080. Sony declined ¥80 to ¥3,280, Honda ¥70 to ¥3,280 and Matsushita Electric Industrial ¥80 to ¥3,280.

Blue chip pharmaceuticals, however, resisted the downward trend. Among pharmaceutical issues to hit new highs for the year, Takeda Chemical Industries added ¥40 to ¥2,270 and Sankyo ¥50 to ¥3,100.

NTT was active amid growing investor interest in the company, which fell ¥80 to ¥3,080. Sony declined ¥80 to ¥3,280, Honda ¥70 to ¥3,280 and Matsushita Electric Industrial ¥80 to ¥3,280.

## EUROPEAN CAR MAKERS



VW shares fell another DM5.75 or 4.2 per cent to DM55.9 in spite of news of a capital spending increase over the next five years and the naming of a number of new top executives, including a replacement for Mr López.

Mr John Lawson, automotive industry analyst at Salomon Brothers, said that the capital investment plans were a "business as usual" strategy from VW, which was bidding strongly for increased market share both at home and abroad, but that the prospect of a legal battle with General Motors was casting a cloud over otherwise good prospects.

Elsewhere, key cyclical rose on the dollar. Degussa

put on DM16 at DM53.05 on an upbeat view of 1996-97 prospects. Bankgesellschaft Berlin, which hit a 1996 low last Friday after a one-off provision for credit risks, recovered DM3.30 or 13.5 per cent to DM27.80 as BHF Bank moved from "hold" to "buy" on the stock.

PARIS edged ahead in spite of a sharp fall for the index heavyweight, Renault, which lost more than 3 per cent on news of weak car demand in France.

French car registrations in November fell 21.7 per cent. Traders had been braced for bad news but the November outturn was worse than expected.

Sentiment was aided by talk of export growth following another bad day for the franc, but this was not enough to stop a significant wave of selling. The shares ended FFr4.10 lower at FFr119.90.

Peugeot, which does not have Renault's exposure to the loss-making truck market, proved more resilient, dipping FFr4 to FFr53.8. Michelin, the tyre maker, actually gained ground, improving FFr3.50 to FFr77.40.

Up FFr31 on Friday, Saint Louis added a further FFr10 to FFr1,330 on the sale of a 34.5 per cent stake in Panzania, a pasta offshoot. Dan-

## FTSE ACTUARIES SHARE INDICES

Dec 2		THE EUROPEAN SERIES									
Index	Change	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	High	Low
FTSE Actuaries 100	+1.77	1077.45	1078.01	1080.70	1080.15	1080.81	1080.85	1077.18	1077.55	1080.85	1077.18
FTSE Actuaries 200	+1.77	1078.01	1078.01	1080.70	1080.15	1080.81	1080.85	1077.18	1077.55	1080.85	1077.18

one, the buyer, eased FFr4 to FFr7.55.

Total put on FFr6.90 to FFr494.60 ahead of tomorrow's press conference.

Salomon, the sports equipment maker, tumbled FFr22.40 to FFr437.80 after dull interim earnings and a forecast of no real improvement for the full year.

Trailing for much of the session, the CAC 40 finally closed at a new high for the year of 2,318.63, up 2.97.

Other all time highs included: STOCKHOLM, where the Allshare index general index rose just 2.1 to 2,314.4. Strength in the drugs company, Astra, and a 5.1 per cent gain in the forestry sector offset weakness in Ericsson, SKI 50 lower at SKR205.50, and in Volvo, SKR lower at SKR146.50 - although Sweden's official statistics bureau said that the country's new car registrations rose by 35 per cent in November;

# Tokyo off 1.6% as long positions are unwound

## ASIA PACIFIC

Profit-taking at international blue chips prompted TOKYO dealers to unwind long positions as the Nikkei average fell below the 21,000 level. More than 180 issues marked new lows for the year, writes Owen Robinson.

The 225 index dropped 348.67 or 1.6 per cent to 20,874.69, closing at its day's low after a high of 21,087.88. Volume thinned to an estimated 294m shares against Friday's 322m. Declines led advances by 55 to 225, with 171 unchanged.

A sharp decline in index futures sparked a flurry of selling in the afternoon, as arbitrageurs moved to unwind long positions in stock index futures to cash in on surging bond prices.

The Topix index of all first-section stocks shed 20.61 to 1,542.19 and the capital weighted Nikkei 300 was down 4.31 at 291.25. In London, the ISE/Nikkei 50 index was up 4.03 at 1,483.13.

Blue chip losers included Toyota, which fell ¥80 to ¥3,080, and TDK, off ¥80 to ¥3,080. Sony declined ¥80 to ¥3,280, Honda ¥70 to ¥3,280 and Matsushita Electric Industrial ¥80 to ¥3,280.

Blue chip pharmaceuticals, however, resisted the downward trend. Among pharmaceutical issues to hit new highs for the year, Takeda Chemical Industries added ¥40 to ¥2,270 and Sankyo ¥50 to ¥3,100.

NTT was active amid growing investor interest in the company, which fell ¥80 to ¥3,080. Sony declined ¥80 to ¥3,280, Honda ¥70 to ¥3,280 and Matsushita Electric Industrial ¥80 to ¥3,280.

reports that Japan's Posts and Telecommunications Ministry is close to finalising its plan to split the country's largest telecommunications carrier into separate units including long-distance services and regional providers.

But the issue ended ¥1,000 lower at ¥11,000 after hitting an intra-day high of ¥11,000. Other telecoms also declined, with DDI down ¥10,000 to ¥805,000 and Japan Telecom by ¥10,000 to ¥2,700.

Construction companies continued to suffer from concerns about their financial health, particularly medium-sized general contractors such as Sato Construction, which fell ¥25 to ¥485.

In Osaka, the OSE average fell 236.7 to 21,141.30 in volume of 53.3m shares.

HONG KONG got a lift from Friday's rise in US long bonds, with the Hang Seng index gaining 123.83 at 13,517.66 in turnover of HK\$7.38bn. Property stocks continued to gain, with Henderson Land putting on HK\$1.75 at HK\$79.50 and Cheung Kong HK\$1.50 at HK\$69.50.

There was vocal support for Chinese companies, with the return of Hong Kong to China in mid-1997 increasingly seen as an asset.

However, H-shares, or Hong Kong quoted shares in Chinese stocks, were largely unchanged. In China itself, SHENZHEN B shares soared 10.5 per cent to a 1996 closing high in heavy trading. The B index, formally

restricted to foreign shareholders, closed 14.97 higher at 187.85, up 76 per cent since November 14, as turnover climbed from HK\$494m to HK\$544.2m.

Hong Kong's government would lift the shareholding restrictions remained the spur. However, one broker said that, because of the small size of the B market, some shares were being manipulated: Changan Automobile soared HK\$1.04 or 27.7 per cent to HK\$4.80 in 14.5m shares due to speculative demand by institutions.

SHANGHAI took heart, with the B share index climbing 2.693 or 5 per cent to a year's high of 66.114. The switch here was that the

domestically oriented A share index surged 105.009 or 9.5 per cent to 1,194.090 - due, said brokers, to an inflow of funds from Shanghai.

BOMBAY gave up early gains to finish with the BSE index down 39.07 or 1.26 per cent at 3,261.43. New regulations on short selling, which take effect this week, were said to have sparked the shakeout.

Traders were hard hit, partly by worries about a prolonged economic slowdown. Bajaj Auto fell Rs11.0 to Rs240 and Tata Rs22.50 to Rs240.

KARACHI ended sharply down on heavy position-squaring by small investors.

## THE 100-SHARE INDEX

The 100-share index fell 21.83 or 1.5 per cent to 1,494.50.

TAIPEI extended Saturday's 0.9 per cent recovery to another 156.75 or 2.3 per cent at 6,982.81.

Buying focused on stocks related to the Formosa group, the big conglomerate. Nan Ya Plastics advanced by the daily 7 per cent limit to T\$69. Formosa Taffeta and Formosa Plastics were both limit up at T\$33.70 and T\$73 respectively.

BANGKOK closed lower in thin trade following the postponement of the November inflation data. The SET index declined for the third consecutive trading day, ending 5.34 at 920.83.

The swearing in of the

ale producer, Elkem, to NK105.50 following upward adjustments in several analysts' recommendations, and which saw Norsk Hydro NK14.50 higher at NK138 as the total index peaked 10.10 higher at 928.65.

ISTANBUL, at a sixth consecutive record high of 52,134.21, up 375.30.

AMSTERDAM traded narrowly for most of the day with investors stilled as they watched developments in the dollar and on Wall Street. The AEX index ended off 3.82 at 827.54.

Internationals reflected the mixed overall trend. KLM added 20 cents to F144.70. Philips came off 60 cents to F165.90.

Beter Bed, the bedding retailer, made a steady debut, moving up to F130.00 from a flotation price of F125.

ZURICH reacted to the weekend restructuring in the Swiss utility sector with Electrowatt down SF7.7 or 7 per cent at SF79.86 and Motor Columbus by SF2.10 or 7.7 per cent at SF2,620, following disappointment that the two had not been merged into a bigger energy group. The SMI index fell 26.5 to 3,874.0.

Written and edited by William Cochrane, Michael Morgan and Jeffrey Brown

# Caracas shows signs of life

Having steadfastly marked time on Friday, CARACAS showed signs of life. At mid-session, the IBC index had nudged up a gain of 20.49 to 6,168.63 to underpin talk of a year-end rally.

MEXICO CITY continued to move higher but the pace was pedestrian. The retail sector attracted buyers but

overall volumes were described as very thin. At mid-session, the IPC index was up 0.54 at 3,281.15.

SAO PAULO made modest progress, the Bovespa index adding 1.43 to 66,647 at mid-session. Banepar, the state bank which surged almost 25 per cent on Friday, was little changed at 6.00 reais.

## MARKETS IN PERSPECTIVE

	% change in local currency				% change sterling	% change US \$
	1 Week	1 Month	3 Months	1 Year		
Australia	+1.85	+4.37	+18.96	+14.43	-1.57	+6.54
Belgium	+1.23	+4.50	+22.89	+18.54	+0.03	+8.26
Denmark	+1.89	+4.48	+28.15	+34.71	+8.43	+17.36
Finland	+0.40	+10.86	+18.12	+33.93	+18.56	+26.16
France	+5.52	+7.41	+26.86	+26.41	+8.37	+18.37
Germany	+2.42	+5.03	+24.89	+23.04	+5.88	+14.58
Ireland	+0.92	+1.18	+21.32	+19.82	+16.12	+25.69
Italy	+1.14	+8.72	+15.41	+8.74	+3.30	+11.80
Netherlands	+2.10	+7.73	+32.58	+28.95	+10.74	+19.86
Norway	+0.67	+6.06	+25.99	+23.76	+12.61	+21.89
Spain	+3.00	+8.85	+33.71	+29.27	+11.89	+21.11
Sweden	+1.17	+7.72	+33.38	+34.55	+32.74	+32.62
Switzerland	+0.35	+3.82	+19.81	+17.02	-3.40	+5.40
UK	+0.95	+2.37	+10.80	+9.78	+18.82	+18.82
EUROPE	+1.38	+4.85	+19.68	+18.05	+7.84	+16.72
Australia	+0.43	+2.54	+9.92	+7.62	+8.88	+17.83
Hong Kong	+1.44	+8.85	+37.86	+31.00	+21.03	+31.00
Japan	+0.48	+0.79	+7.11	-0.70	-16.94	-10.00
Malaysia	+0.56	+4.24	+30.58	+23.43	+14.56	+23.99
New Zealand	+0.48	+0.20	+5.82	+6.23	+6.84	+15.63
Singapore	+1.12	+8.42	+7.93	+0.51	-6.34	+1.37
Canada	+1.77	+8.32	+31.82	+30.57	+22.08	+32.14
USA	+1.18	+7.53	+23.63	+22.50	+13.18	+22.50
Mexico	+0.10	+1.17	+19.63	+17.48	+5.91	+14.63
South Africa	+0.06	+4.55	+10.83	+7.00	-21.80	-15.36
World Index	+0.86	+5.20	+19.18	+15.78	+4.24	+12.82

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## FTSE ACTUARIES WORLD INDICES

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NATIONAL AND REGIONAL MARKETS		FRIDAY NOVEMBER 29 1996		THURSDAY NOVEMBER 28 1996		DOLLAR INDEX	
Index	Change	Open	High	Low	Close	High	Low
Australia 75	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Australia 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Belgium 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Brazil 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Canada 100	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Denmark 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
France 100	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Germany 100	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Hong Kong 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
India 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Indonesia 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Italy 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Japan 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Malaysia 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
New Zealand 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Netherlands 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Norway 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Philippines 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Poland 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Portugal 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Spain 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Sweden 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Switzerland 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Taiwan 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
Thailand 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
UK 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
USA 25	+0.03	107.91	107.91	107.88	107.89	107.88	107.88
World Index	+0.03	107.91	107.91	107.88	107.89	107.88	107.88

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# INTERNATIONAL PROJECT FINANCE

In the past three years the scale and number of infrastructure projects worldwide have increased sharply.

Richard Lapper reports

## Risks grow as market expands

Deregulation, privatisation and rapid economic growth in the developing world are driving activity in the international project finance market to new heights. Banks are lending money for an increasing range of power, transport and infrastructure projects on a so-called non-recourse basis, which means that in the event of a default, they have no claims other than on the assets of the project itself.

At the same time, project developers and sponsors are becoming less dependent on the syndicated loans and export finance facilities which once underpinned the market, and are turning to a much broader range of local and international banking and capital markets for financing.

Recent growth has been sharp. "In the past three years the scale and number of infrastructure projects worldwide have doubled each year," says Geoff Haley, partner and head of infrastructure at SJ Berwin, the London law firm. According to IFR Project Finance International, a specialist publication, the value of loans and bonds raised for projects and not backed by official guarantees rose by 53 per cent to \$17.1bn in 1995, compared to \$11.7bn in 1994.

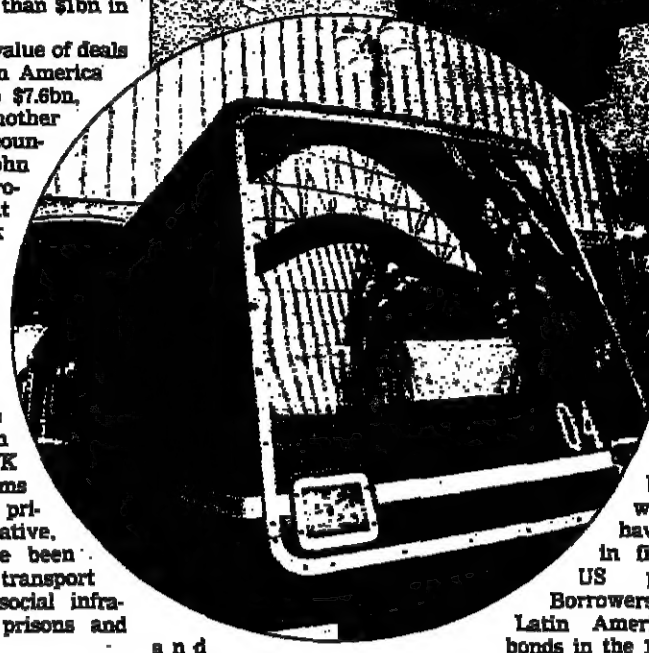
The main driving force for these developments has come from Asia, where very rapid economic growth is putting the existing power and transport infrastructure under intense strain. IFR's figures show that in 1995 the value of project deals in Asia, including Australasia, jumped by

more than 100 per cent to \$3.3bn, with more than \$2bn of loans for Indonesia and more than \$1bn in the Philippines.

Elsewhere, the value of deals in the US and Latin America rose from \$2.9bn to \$7.6bn, with Colombia another popular developing country market. John Watkins, head of project finance at Japan's Sanwa Bank in London, points to "significant additional activity" in the power and telecommunications sector this year in Asia, especially in Indonesia and Thailand. The pace has also been picking up in the UK where, under the terms of the government's private finance initiative, private funds have been raised to finance transport developments and social infrastructure such as prisons and hospitals.

New capital has come in part from the syndicated loan market. With competition compressing margins on conventional lending business, a growing number of banks has been attracted by the somewhat fatter margins available from project financing. On some facilities, as many as 100 banks are participating. Developers have also been turning to the bond markets to raise funds.

Worldwide, interest rates are still low by historic standards



Docklands Light Railway: the City Greenwich Lewisham rail link has been partially funded by a project finance bond

Asia and Latin America. S&P estimated that an additional \$5bn of project debt could be rated before the end of this year.

At the same time, a wider range of borrowers has come to the private debt market. This August, for example, the Chinese coastal city of Zhuhai raised \$200m through a private placement backed by revenues from a municipal highway.

Investors have also backed a number of funds set up to provide equity financing for selected projects.

An important related change is that the public sector, in the form of the government-owned export credit agencies and the multilateral banks, have begun to play a more flexible role. Over the past two to three years ECAs have begun to provide backing to non-recourse financed projects, often through the provision of political risk insurance. The multilaterals, particularly the World Bank and the International Finance Corporation, its private sector

says that because there is more capacity in the market "you can do bigger deals. We would be comfortable with handling a financing of several billion dollars provided we thought we could access a broad range of lenders and investors".

The broader range of financing means that risk is spread more widely, but project sponsors and their backers argue that they are also becoming better at managing risks. Pointing to the emergence of facilities management businesses, advisers say the private sector is now more capable of assessing and identifying risks. "In the past a lot of these risks were hidden in the public sector," argues Mr Haley at SJ Berwin. "Now risks can be properly assessed and priced."

"We are finding that more and more of our work involves identifying risks and advising on their allocation rather than on producing plain vanilla documentation," adds Peter Gray, project partner at Linklaters and Paine, another London law firm.

However, this increased sophistication could well be put to the test as the market continues to grow. For one thing, rates on project finance loans are falling, partly in line with broader market trends, and conditions are becoming easier for some borrowers. Yet, at the same time risks are growing in some areas.

In a recent report Standard & Poor's warned that the declining cost of power, as a result of electricity deregulation and technological change, is testing the commercial viability of some projects. "Projects which made sense based on flat or slowly rising price assumptions are coming under rising pressure as power costs decline for both capacity and energy," says William Chew, analyst at S&P.

Sovereign risks are as big as ever. This is illustrated by last year's controversy surrounding the \$2bn-plus Dabhol power project in India, which was halted by the Bharatiya Janata party-Shiv Sena government of Maharashtra well into the first phase of construction. But even in the developed markets regulatory or legal changes can present operators and banks with problems. In the US, for example, contracts signed by developers have come under legal challenge in the courts. As Mr Chew points out: "Political risk is not confined to emerging markets."

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ISAB Energy S.r.l.  
LIT 1,885,000,000,000  
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## 2 INTERNATIONAL PROJECT FINANCE

■ Private Finance Initiative in the UK: by Mark Suzman

## Enthusiasm begins to mount

Political strife over the viability of PFI has slowly turned to consensus

Once dismissed as little more than creative accounting, Britain's Private Finance Initiative is starting to attract a growing number of true believers.

The four-year-old scheme under which private sector companies are expected to design, build, finance and operate public sector projects - has already become the primary means of funding new capital projects from roads to prisons.

As PFI has progressed, political strife over its viability has slowly turned to consensus. Despite initial scepticism the opposition Labour party has now broadly embraced the idea, although it prefers the term "public-private partnerships".

Also, civil servants and private sector contractors alike are becoming steadily more enthusiastic as the first projects come to fruition.

The International Monetary Fund has broadly endorsed the programme, and ministers are now confident that, like privatisation in the 1980s, PFI will eventually become the global norm.

Reflecting this, the government is already trying to expand PFI into areas such as hospitals and schools. It has so far agreed contracts worth more than £6bn and is aiming for £14bn in PFI deals by the end of the 1998/9 financial year.

But does it really work? Kenneth Clarke, the chancellor, insists that PFI promotes efficiency and stimulates investment flows, helping develop areas where full-scale privatisation is either inappropriate or not feasible, but the case is still unproven.

Because the government's cost of capital is always cheaper than the private sector's, critics of PFI say the concept is nonsense. To these sceptics, the initiative is driven primarily by the need to take capital spending off the balance sheet and thereby reduce the government's budget deficit without having to attack current programmes.

The underlying assumption of PFI is that efficiency gains generated by private sector construction and management will more than offset the extra cost of capital involved. Because the projects involve a significant transfer of risk from public to private sector, they also shelter the government from unforeseen mishaps such as the risk of protester action on roads.

The most important difference between PFI and traditional capital spending is that most of the money goes on service payments for the lifetime of the contract, rather than construction.

The Treasury estimates that the 1,000-odd potential PFI programmes so far identified by the Private Finance Panel, a government-funded group promoting the scheme, have a combined capital value of £25bn. By contrast, the net present value of their cumulative service costs is between £40-£60bn.

That fact has led to additional concern about the potential of "sitting up"

future spending - if government departments are increasingly committed to hefty annual service payments for extended contract periods, it will soon start to limit severely their discretionary spending in other areas.

And even those who insist the theory behind PFI is sound admit that in practice it has proved more difficult than expected to get it up and running.

As a recent report on the scheme by an all-party committee of parliamentarians pointed out, if the benefits of PFI are so apparent "it is difficult to explain the slow progress of the initiative so far or why there is a clear presumption in favour of PFI as a means of procurement".

One of the biggest problems has been the convoluted bureaucracy involved in getting projects approved. To satisfy itself that a PFI deal does indeed provide "value for money" the Treasury insists that bids should include full costings against a public sector comparator.

This has frequently led to long delays while costing

bidders millions in legal and other fees, often with no reward. As a result, some big companies have now refused to bid for any deals worth less than £30m.

Responding to this concern earlier this year the Confederation of British Industry published a detailed criticism of the PFI process. As a result, the Treasury has now attempted to streamline the bidding process while developing a series of new guidelines to simplify matters.

These have been broadly welcomed by contractors, but difficulties remain, particularly in costing risk. In the health sector, for example, although around 25 projects to build new hospitals worth £20m or more have preferred bidders, and five more have managed Treasury approval, no contract has yet been signed.

In part, the problems have been attributable to the complicated structure of the UK's National Health Service which has raised bank concerns about the security of their loans in the event of the dissolution of a hospital trust. But an equally difficult

problem has been trying to predict patient usage and other risks for the lifetime of the 25-30-year contracts required to pay off



Fazlerville prison, Liverpool, is one of PFI's successes

the projects. Although the government is confident it is just a matter of time before some successful hospital contracts

are signed, analysts are worried that the problems show PFI is fundamentally inappropriate for some sectors. For example, schools or university residences might prove too small and difficult to negotiate to justify the expense of sorting out bids and contracts.

There are also growing concerns that the construction sector and its partners lack the human and financial capacity to deal with the vast range of projects available. Lawyers warn that there has been a noticeable deterioration in the quality of bids for new projects because consortia are unwilling to spend the necessary money. Also, as more and more capital is tied up in existing projects, less money is available for new ones.

To help correct this, the government has recently given permission for equity stakes in PFI projects to be sold on. That should allow cash-poor contractors to recycle capital while potentially creating a new investment class of "infrastructure-owning companies".

But all that will be some time in the future - and is dependent on the first wave of projects maturing successfully from construction phase to full operation.

■ Banks: by Rod Morrison

## Switch to high risk areas

The demand for finance is huge but there are few experienced financiers

Margins on bank lending to corporations are wafer thin and in the need to achieve higher returns, many banks have switched into the high risk areas such as project finance. This has come at a time when the demand for project and infrastructure finance across the globe has mushroomed.

A heady cocktail, indeed. Will there be winners and losers in the scramble into project finance, as in any normal market, or will the sector as a whole take a bath, as the banking market has done in other sectors?

The calculation can be split into the following interlinked areas: pricing, loan structures and the assumption of risks.

■ Pricing. The growing competition in the bank market for project lending

mandates has led to an inevitable reduction in lending margins on loans. In some cases, the reductions are dramatic. A straightforward illustration is two loans arranged for Humber Power in the UK in 1994 and 1996. Margins tumbled.

On the first loan, the rates were 125 basis points over Libor pre-completion, 120 basis points post-completion of construction with a commitment fee of 50 basis points. On the second loan, the margins dropped to 105 basis points pre-completion, 80 basis points post-completion with commitment fees of between 25 to 37.5 basis points. The two deals are different: the first involves building a 750MW gas-fired and the second involves refinancing that loan and funding a further 510MW unit.

But there are some similarities for a comparison to be meaningful. This is not to say margins have fallen across the board. Some of the UK Private Finance Initiative deals show some very healthy

returns. On the prison deals, banks are receiving 140 basis points for taking the risk of the prison simply being available to take prisoners. Once a market is established, margins fall as banks become comfortable with a sector.

The impact is simply on profitability of assets. But lending competition is not simply confined to the banking market. The bond market is growing in importance. Bonds provide longer-term finance, 25 years or over, which is critical to the equity return of a project developer.

■ Structures. Increasing bank competition has allowed project developers to reduce the amount of covenants imposed on them in the loan documentation. In so far as this has reduced the legalistic nature of project financing, it is a good thing. Restrictive bank covenants governing every aspect of a developer's business create bureaucracy. One loan to a UK cable company was in breach of its

covenants within two weeks of drawdown.

However, there comes a point where the strength of the structure becomes a valid concern. In the UK cable sector, cash flow multiples governing the amount of money which can be drawn down have increased from four to seven while the size of the riskier bridge finance, used while an operator remains cash flow negative, has increased to up to 25 per cent of a project loan and beyond. The strength of many of these loans will never be tested because the sector has consolidated into a few important operators.

Banks will always insist on a first charge over an asset but in the recent debt deal backing the Colt Telecommunications network, banks were asked to lend to the same entity as the subordinated bond holders. The banks still have first charge over the assets but the bond holders, who can trade their debt more easily, can put the entity into default. Previous deals had the bond holders

lending to a different entity within the project structure.

■ Assumption of risk. Banks are constantly being asked to assume a different profile of risks as lending competition grows and the infrastructure markets themselves change. The power market, which has huge demands for project finance, is one example.

Banks have always taken construction risk. There are times when project sponsors offer guarantees during the construction period to cover finance costs.

Country risk has become a significant factor. In emerging markets, long-term power purchase contracts are available but the implicit risks are huge. The contracts will usually be given by financially stretched state-owned companies perhaps with a government counter guarantee. Payment is usually in US dollars. If a currency collapses, the payments would soar.

Alternatively, as the cost of producing power reduces globally, assets financed on outdated power purchase contracts might become "stranded" and local entities would be tempted to negoti-

ate a cheaper deal. In the developed markets, banks are now being asked to take price risk.

Until now, banks have taken market risks on natural resources and industrial projects. The key is that a select number of banks have become comfortable with the risk and the markets are free and cannot be influenced by a few operators. The only sector where market risk regularly causes problems is road and rail infrastructure.

There is no reason then why banks should not take market risk in power in developed countries as long as the electricity trading market itself has developed. Indeed, not simply relying on purchase contracts can impose a useful discipline.

Perhaps a bigger worry is if the demand for finance is huge but the supply of experienced project financiers is limited. This is easy on the syndications department of the loan-arranging banks in the short term, but very risky in general in the long term, particularly as more and more look to project finance.

Rod Morrison is editor of IFC Project Finance International.

■ Multilaterals and ECAs

## Powerful sources of support

ECA or multilateral facilities afford crucial protection against political uncertainties

Stand-alone private project financing may well, in some circumstances, be the most appropriate funding mechanism for infrastructure and other schemes in the industrialised countries. But when it comes to developing countries, commercial banks and private investors still find themselves dependent, to a greater or lesser extent, on two powerful sources of official support - national export credit agencies (ECAs) and the multilateral development banks.

Using ECA or multilateral facilities may add time and expense. But they give crucial protection against the political uncertainties facing holders of equity and debt in markets where governments may be unstable, prone to changing legislation or lacking foreign exchange.

Commercial risks can be assessed and accepted by banks, but where sovereign risks exist the guarantees provided by ECAs are an indispensable form of protection," says Robert Scallan, export finance director, structured finance, at BZW, which is due to provide the first UK-backed export credit for Uzbekistan.

In an increasing number of cases ECAs and multilaterals combine in the structuring of a project.

Access to official support has a "multiplier" effect on the availability of commercial lending capacity for non-OECD countries. The Bernese Union - the international ECA "club" - estimates that financing and guarantee facilities extended by members in 1995 were worth about \$400bn, much of this for large capital projects.

According to Martin Copeland, manager at Deutsche Morgan Grenfell, "ECA support is absolutely critical in countries for which there are no substantial credit limits available at banks".

A combination of ECA and multilateral facilities have provided crucial support for the growing number of big-ticket private projects making use of limited recourse financings, especially in Asia. These involve techniques dependent on reliable cash flows from long-term commercial contracts that are usually underpinned by indirect government guarantees. A typical example is the raising of \$330m in offshore commercial debt for a \$360MW independent power generation scheme at Uch, in Pakistan, where the co-rangers, ABN Amro and DMG, structured lending with backing from the World Bank and its private sector arm, the International Finance Corporation (IFC), and the Export-Import Bank of the US (Exim Bank).

The ECAs' growing ability to handle complex projects was underlined by the first large non-recourse power financing in the Philippines, the \$140m Sual power project, covered by the UK's Export Credits Guarantee Department (ECGD), the French insurer Coface, Eximbank and the IFC.

"This represented the largest non-recourse financing in the Philippines involving more than one ECA, but was wrapped up in around nine months, demonstrating the effectiveness of the new project financing teams at the agencies," says Richard Cole, director, project and export finance team, at HSBC Investment Bank. HSBC lead-arranged commercial financing worth almost \$440m with ECGD taking a significant lead by providing 100 per cent political risk cover during the pre-completion stage.

The World Bank announced a significant shift into project finance when it revamped and expanded existing facilities into a guarantee programme that has mobilised more than \$1bn to date, leveraging a further \$9bn in co-financing.

Designed to cover a private scheme's political risks - for example, where debts are not serviced because of government interference or changes in laws - the guarantees leave private financing sources to assume risk, such as contractual problems or dividend shortfalls.

At Uch, it was the shelter of a \$75m partial risk guarantee that gave commercial lenders the comfort to extend the maturity of their lending under the IFC's \$-loan to 15 years. This compared favourably with the maximum 12-year financing 'tenor' secured in 1994 for the long-awaited 1,282MW power project at Hub River, also in Pakistan. The World Bank guarantees for both Hub and Uch covered three key areas for the concessionaires - fuel supply, power purchase agreements and foreign exchange commitments. Not all project developers are happy at the service provided. Criticism over protracted implementation times and excessive red tape has recently been voiced by such leading edge US developers as Enron Corporation and CMS Energy.

In response, bank officials argue that the guarantee programme is gathering pace. Whereas Hub took six years to put together, "the time taken for completion at Uch was one-third of this," says Rama Chopra, World Bank director for co-financing and project finance.

The Asian Development Bank and other regional multilaterals have sanctioned the use of guarantees against contractual and political risks.

The European Bank for Reconstruction and Development has a guarantee programme, although it has tended to use its preferred creditor status to attract banks into projects.

Other sources of support are also increasing. The World Bank's Multilateral Investment Guarantee Agency (MIGA) has grown steadily as private investors have increased their exposure to non-OECD markets. But there remains a lack of capacity to meet the demand for support for private capacity in the market.

Alan Spence and Kevin Godier

Alan Spence is Editor of, and Kevin Godier writes for, *International Trade Finance*, a bi-monthly Financial Times newsletter.

■ Equity investment: by Andrew Taylor

## Investors spoil for choice

Private sector debt and equity sunk into infrastructure have increased

A "For sale" notice seems to be hanging over much of the world's infrastructure as governments, regional and local authorities seek private investment to pay for a new generation of power stations, roads, sewerage, water and telecommunications systems.

International banks, operating companies and equity investors appear to be spoiling for choice as they consider a welter of ambitious investment and privatisation proposals.

The reality may be that grandiose plans still heavily outweigh schemes which stand a credible chance of being financed, built and operated profitably, but progress is being made.

The volume of private sector debt and equity sunk into infrastructure has

increased sharply in the mid-1990s as governments have grasped that the demands for better communications, power and water cannot be met solely from the public purse.

Total financing of new private infrastructure projects in developing countries is estimated to have doubled from \$17bn to more than \$35bn between 1993 and 1995 according to the International Finance Corporation, the private investment arm of the World Bank.

A further \$10.1bn of infrastructure assets were sold in 1994 as a result of privatisation of 75 companies in 30 countries says IFC.

The shift in investment from the public to the private purse is providing new opportunities. These include:

■ International operators such as Enron, the US power group, which owns 50.1 per cent of East Java Power Corp which last month signed a 20-year power purchase agreement with Indonesia's state-owned electricity company, Perusa-

hsan Listrik Negara.

■ Domestic equity partners which might be operating partners or local investors. Pasuruan Power Company is Euron's Indonesian partner for the \$508m East Java plant.

■ International construction companies and equipment suppliers seeking to win new orders as well as taking a stake in the completed investment. UK construction group John Laing paid £6m in 1993 to take a 3% per cent stake in Y.T.L. Power as well as building two power stations costing \$650m for the Malaysian private operator.

Siemens of Germany and Zurich-based Asen Brown have led the way among power station equipment suppliers, taking strategic stakes in private consortia which have won concessions to sell power in developing countries.

John Watkins, the London-based head of project finance at Sanwa Bank, said: "Operators, construction companies and equipment suppliers are obvious

candidates for equity investors. The international financial sector also is showing increased interest in this sector."

Tailor-made infrastructure funds have been established by the likes of AIG, the US insurance group, to invest in private projects.

Earlier this year, Allied Phillip Capital Management, a Kuala Lumpur-based joint venture between Allied Irish Bank and Phillip, a local stockbroker, announced it planned to seek \$200m for Malaysia's first listed infrastructure fund.

AIG and GE are expected to be important sponsors of a \$1bn Latin American Infrastructure Fund planned to invest in privatisations as well as green field projects.

Hong Kong-based Hopewell Holdings, owned by Gordon Wn, was a pioneer investing in a string of south-east Asian transport and power projects.

Hopewell's power interests were subsequently floated off in a separate company, Consolidated Electric Power Asia (Cepa), for

which Southern Company, the Atlanta-based power group, recently agreed to pay \$2.7bn for an 80 per cent stake. Under the terms of the deal Hopewell will reduce holdings in Cepa from 60 per cent to between 12 and 20 per cent.

Cheung Kong Infrastructure, another Hong Kong-based company investing in Chinese privately-financed infrastructure projects, was oversubscribed more than 20 times when it was floated off from the Cheung Kong Group earlier this year.

Sanwa Bank says that the growing range of equity investors, including new-style infrastructure funds, indicates that this sector of the investment market is starting to mature.

The level of equity demand by lenders to infrastructure projects, however, varies considerably according to the level of political and financial risk private sector operators are expected to assume.

Equity in premium projects in low risk countries could be as low as 20 per cent, but would be higher elsewhere, says Sanwa. In some cases, public sector finance might be used to

bolster the economics of projects and ensure a viable return for private sector investors.

Since 1996, the International Finance Corporation has agreed to provide support of \$3.1bn for 148 projects costing \$28.6bn in 40 developing countries. Of the total development cost, 61 per cent was provided by debt and 39 per cent came from equity investors. Foreign sponsors provided a third of the equity, local sponsors a quarter with the balance coming from internal cash generation.

The IFC says local equity can come from privatised companies or from existing private sector companies, such as RPG in India and Socma in Argentina which have diversified into infrastructure provision.

International operators and lenders feel more comfortable if there are local groups among equity investors, says the IFC. It stresses that private operators tend to be more efficient than former state-owned monopolies. The range and scope of equity investors in privately financed infrastructure projects seems likely to increase.

Another advantage for borrowers is that bond financings have more streamlined covenant packages that give greater room for manoeuvre to the borrower than bank loans.

The flipside of this is that, if any problems arise at any point during the life of the project, or the borrower needs extra money, banks may be more supportive than bond investors.

"Being much closer to the project, banks tend to be both flexible and supportive because they know the only way they can sort out the problem is to help the borrower - it's an active partnership," says Rob Halliday, director of project advisory at NatWest Markets.

There are some other disadvantages to bond finance. In projects with long construction periods, contrac-

tors do not need all the money up-front.

Moreover, markets can be very unpredictable and borrowing windows can slam shut very quickly - often due to shifts in sentiment, rather than any reason related to the project.

"In project finance, the deliverability of financing is key - if you rely on a successful bond issue as a best case scenario, that's a fairly risky strategy," warns one banker.

Nevertheless, many bankers feel that, over the long term, the attractions of bond financing will increasingly assert themselves. "Many of these projects are bog-standard utility investments that are crying out to be funded by maturities reflecting the economic lives of the assets," says S&P's Mr Connell.

## Bond financing catches on

Capital market borrowing is gaining popularity as a way of raising project finance

Bond issues and private placements are becoming an increasingly popular way of raising project finance - a commodity traditionally provided by commercial bank and multilateral agency lenders.

However, the much heralded issuance boom has not materialised and bonds make up just a fraction of overall project financing. This is partly because of many investors' lack of experience with these types of

investments, as well as some of the limitations inherent in capital market borrowing.

"There is clearly substantial scope for bond financing, but it should be seen as complementary to bank lending rather than as a replacement," says Robert Rees, director capital markets at BZW.

Recent bond financings in the UK have included a £165m issue of 25-year bonds for Road Management Consolidated, backed by a guarantee from US monoline insurer AMBAC, and a £165m issue of 24-year bonds for the City Greenwich Lewisham Rail Link, an extension of London's Docklands Light Railway - the first PFI bond without any credit

enhancement. Bond financing has been more widely used in the US, and is also spreading slowly to the emerging markets.

There are some significant advantages to capital market financing.

First, and depending on location and contractual structure, bond issues can have maturities of up to 30 years, whereas banks tend to lend for periods only up to 15 to 18 years. Indeed, many institutional investors such as life insurance companies or pension funds are keen on instruments that match their long-dated liabilities.

Many institutions have been showing greater interest in them as yields on corporate and sovereign debt

have declined sharply over the last 18 months. In their hunt for extra yield, their credit-awareness has increased, observers say.

"In the past, European investors haven't been as credit oriented as their US counterparts - they have been deriving most of their returns from currency and interest-rate plays while buying double- and triple-A-rated bonds," says Tom Connell, head of European utility and infrastructure ratings at Standard & Poor's.

"But the investment industry is getting more competitive and fund managers are under greater performance pressure, so they are increasingly looking at lower-rated credits for extra yield."

In projects with long construction periods, contrac-

Solving



■ Europe: by Andrew Taylor

# Entrepreneurial skills needed Opportunities abound

Progress may be uneven but privately-financed infrastructure looks here to stay

The entrepreneurial skills that built and financed 17th century canals and bridges in France and railways in 19th century Britain are needed again as Europe seeks to tap private sector investment to modernise its transport, energy, telecommunications and water systems.

Central and regional governments in western Europe lack the funds to finance large-scale capital investment and maintain essential services and social security payments.

Efforts to satisfy the criteria for economic and monetary union under the Maastricht treaty can only restrict further the availability of public funds to pay for new infrastructure.

In central and eastern Europe, economies emerging from state control also lack the strength to re-invest in infrastructure suffering from decades of neglect and bad management.

The private sector provides an alternative source of finance but can prove difficult to tap given the conflicting needs of the state to provide low cost universal services and of business to generate an acceptable financial return.

Britain through the privatisation of its power, water, telecommunications and railway systems is providing a lead.

Stephen Uhlig, director of Deutsche Morgan Grenfell, which has provided project finance for several privately-financed European infrastructure projects, says: "It has been easier to attract private investment for energy and telecommunications projects, where there is an established world market for private sector capital investment, than for roads and railways."

"Financial and political imperatives can conflict on transport projects making them much more difficult to

fund by the private sector." Banks and equity investors it seems are happier to risk capital in power stations which sell energy under pre-determined agreements to the state, or direct to international manufacturing companies.

The risk of volatile demand and tariff movements are reduced and returns look more attractive when payments are made in hard currency by an established tied international user.

Deutsche was a co-arranger this spring of a £731.8bn syndicated loan for a 350MW gas-fired combined cycle power station at Rosignano in Tuscany. The plant

Global lead arranger loans by sector (1995)

Sector	£m
Power	5,742
Telecoms	5,482
Oil and gas	2,389
Infrastructure	1,992
Industrial	1,490
Mining	1,137
Petrochemicals	929
Leisure	734
Others	417

Source: FTI Project Finance International

will provide about 1 per cent of Italy's electricity production generating some 400 tonnes of steam per hour which will be used to increase soda ash production at Solvay & Cie's Rosignano plant.

Tractebel the private Belgian power producer is taking most of the equity stake in the project through Powerfin, its 80 per cent-owned subsidiary.

Liberalisation of European mobile telephone networks has also attracted a growing number of investors willing to provide project finance. Deutsche earlier this year arranged a DM2.7bn funding for E-Plus Mobilfunk, Germany's third largest digital mobile phone network in which German industrial groups Veba and Thyssen each own 30.18 per cent, Bell South 22.5 per cent and Vodafone 17.5 per cent.

Sanwa Bank has also provided project finance for European power and tele-

communications developments. It was a member of the E-Plus banking syndicate and was part of the £1.800bn financing of Mobile Omnitel in Italy, which last year started competing with the state-controlled Telecom Italia Mobile.

John Watkins, head of project at Sanwa's London office, says: "There are almost no European countries where there is not at least one private sector mobile phone company. Private investment in the power sector, outside of the UK, is most advanced in southern European countries like Spain, Portugal and Italy. The state by comparison is entrenched in the French power sector although there are a few signs of some possible future liberalisation in Germany."

Sanwa was among a number of banks which this autumn provided £500m for a combined cycle gas power project at Tapada in Portugal to be operated under a 30-year concession by Powergen, the UK operator.

It also was part of a syndicate of banks providing project finance for the £1.2bn Eiko Gas integrated coal gasification power station in central Spain in which the private investors are National Power of the UK, RWE of Germany, EDF of France and ENEC of Belgium.

Transport projects are much more difficult to finance. Many Europeans are unaccustomed to being charged to use a road. Politicians remain reluctant to court unpopularity by introducing road tolls.

Countries where motorway tolls are levied have been unable to levy charges which would generate an acceptable return to lenders and investors.

Toll tariffs are established under government price controlling powers in France. The country was forced to renationalise three out of four private finance operators following the oil price rise in the early 1970s. Confirmed, the only survivor, operates under a guarantee that the government will reimburse lenders if it fails.

The Spanish government similarly was forced to step in to rescue privately-financed motorway operators. European railways, even more than roads, remain part of an entrenched state financing and operating structure.

The UK, which already has privatised much of the old British Rail network, is a front runner in this sector. Public money also has been made available to augment private investment for the much needed £3bn Channel Tunnel Rail Link.

Federal Trust, a London-based think tank, which this autumn published a report, Private Partnerships and Public Networks in Europe, argues that many of the ambitious road and rail schemes planned under the European Commission's Trans European Networks (TENs) programme will need some form of public finance if they are to be viable.

It recommends the establishment of a European Infrastructure Agency to co-ordinate the efforts of the European Commission, European Investment Bank, the European Bank for Reconstruction and Development (EBRD) and other member government agencies to support private sector initiatives and reduce costly planning delays.

EBRD played an important role in the financing by the private sector of the upgrading of the M1/M15 motorway link between Budapest, Vienna and Bratislava. Deutsche Bank advised the government on the financing for eastern Europe's first private sector toll motorway.

British experiments with Design Build Finance Operate (DBFO) roads, whereby the state pays a shadow toll on the number of vehicles using a stretch of motorway, is also exciting interest in a number of continental European countries.

Finland is currently considering a DBFO format for a 60km privately-financed road between Helsinki and Lahti. Portugal and Spain also are pondering DBFO solutions.

Progress may be uneven but privately-financed infrastructure looks here to stay.

■ Latin America: by Stephen Fidler

Despite constraints, the market is willing to accept bigger deals than before

Project finance opportunities in Latin America are expanding rapidly, but the number of completed projects is growing much more slowly. The reason is largely that the region is still considered riskier than most other parts of the world.

Only Chile and Colombia are still considered investment grade risks by the main US rating agencies. Outside these two countries, the possibility of finding finance from the international capital markets is limited and most projects must rely on banks, which can afford to be selective.

"People don't forget that Latin America was the home of the two past crises in the emerging markets: the debt problems of the 1980s and last year's Mexico crisis. It means investors see larger risk in Latin America than in Asia, which shows up in differences in pricing," says Oscar Manero, executive director of SBC Warburg in New York.

Nonetheless, yields on the more popular projects in Latin America have declined significantly in recent years with Chile taking the lead. Project finance paper from this country is so scarce that although single-A rated, debt can be raised at levels approaching a better double-A credit in the US, he says.

The general view of the area means that long-term debt is still a rarity. However, says Kathy Tucker, managing director in charge of project finance in Latin America at Chase Manhattan in New York: "The trend in Latin America has been to accept increasingly longer tenor and new benchmarks are constantly being set."

This has meant, for example, 10-year debt part financed the El Abra copper mining project in Chile last year, and an 18-year tenor was agreed on debt for the Petropower project in Chile

this year. In Colombia, the Ocasal oil pipeline project included 10-year debt. Prior to these, seven years was about the limit," she says.

The absence of regional capital markets to fund the local currency portions of projects is also a constraint. Only Chile again, with its well developed pension funds, has the ability to do this. On the other hand, says Richard Edwards, head of global project finance and advisory at Chase Manhattan, "equity is generally easier to locate than debt".

The Mexico crisis and the failure of some privately-funded projects there - in particular toll roads - have

made banks more selective, too, about the type of business they are willing to finance. With Latin America's infrastructure needs estimated by the World Bank at something like \$20bn a year, this suggests that the public sector - in the guise either of national governments, export credit agencies or the multilateral lending agencies such as the World Bank, its International Finance Corporation subsidiary, and the Inter-American Development Bank - will still be needed in many infrastructure projects, for example to cover the political risk of projects.

While private financiers generally praise the multilateral agencies for their willingness to consider new approaches, there is still frustration at the bureaucratic processes which slow down project approvals.

The experience of the Mex-

ican toll roads and of other project financings has encouraged bankers to fight shy, even more than before, of any project they see as having a "social" dimension or projects where potential consumers have a "free" alternative. The peso devaluation also provided a timely reminder of currency risks. "We are not going to build many bridges any more," said one banker. Many banks have also put water and sewerage projects off limits for the same reasons.

Fortunately, every bank's definition of what constitutes a "social" project is slightly different. The lessons of Mexico have allowed

breakthrough, given that Aguata is a so-called merchant plant that would not supply electricity under contract but instead would feed the grid at the prevailing market price. "Not even in the US have you been able to structure a financing of merchant plants," said Mr Manero. But if a way can be found, it would have important implications for other countries such as Chile, Colombia and Argentina, where "spot" markets in electricity are being developed.

A long-awaited Mexican power financing - Samalayuca II - finally emerged this year, after a four-year delay, though only with an extensive public sector contribution, including from the US Exim Bank. Mexico continues to be a frustrating market for bankers.

Meanwhile, other more traditional areas for project financing are also growing in importance. The liberalisation of mining codes across the region to encourage private sector investment has brought a rapid expansion in mining investment.

In all these areas, the attitude of governments remains crucial. The difficulty of financing the Samalayuca power plant was multiplied by the fact that the feedstock was being supplied by a monopolistic state-owned company, Pemex, and the electricity being bought by a monopolistic state-owned company, the electricity monopoly CFE. In Brazil, where state and federal governments are undertaking an important utility privatisation effort, bankers remain cautious because of a lack of clarity in the regulatory environment in which the new privately-operated companies will operate.

Despite such constraints, the market is willing to accept bigger deals. And although the popularity of the region is still partly linked to the current plentiful supply of liquidity in the US and elsewhere in the industrialised world, most bankers expect interest in project finance in Latin America to survive the next rise in US interest rates.

Global lead arranger loans by country (1995)

Country	£m	Country	£m
United States	4,308	Canada	189
Australia	3,780	Hungary	181
United Kingdom	2,830	France	172
Indonesia	3,026	Kyrgyzstan	170
Colombia	1,657	Ghana	167
Philippines	1,067	Poland	128
Hong Kong	954	Saudi Arabia	100
Singapore	840	Pakistan	97
Argentina	759	Venezuela	90
Others	720	Malaysia	80
Netherlands	582	Turkey	59
Germany	510	Chile	54
Spain	368	South Africa	50
Medco	278	Russia	38
Thailand	272	Costa Rica	35
India	272	Norway	25
El Salvador	267	China	15
Sweden	250	Czech Republic	5

Source: FTI Project Finance International

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